

Infrastructure Canada TRANSITION BOOK

July 2018



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OVERVIEW OF INFRASTRUCTURE CANADA

ROLE AND MANDATE

Infrastructure Canada (INFC) leads federal efforts to ensure that Canadians benefit from world-class, modern public infrastructure. This is achieved by making investments, building partnerships, developing policies, delivering programs, and fostering knowledge.

The department is a key funding partner, working with provinces, territories, municipalities, the private sector and non-profit organizations, along with other federal departments and agencies to help build and revitalize the infrastructure Canadians need and use every day.

Federal investments address local and regional infrastructure needs, while advancing national priorities. This, in turn, helps make the water Canadians drink and the air they breathe cleaner, keeps people and goods on the move, and makes Canada's economy stronger.

ORGANIZATION

In August 2002, Infrastructure Canada was formally created as a stand-alone entity by Order in Council with Minister and Deputy Head.

All departmental funding is either program or project based. The department is currently working with central agencies on an A-base review to secure sustainable funding.

Infrastructure Canada (INFC) received \$6.1 billion for its infrastructure programming for 2018-19 which includes \$2 billion for GTF. INFC has allocated 554.9 Full Time Equivalents (FTE) for 2018-19 and currently has 529 on strength composed of 402 indeterminate employees and 107 casual, term and student employees.

INFRASTRUCTURE CANADA FUNDING SUMMARY (\$ Millions)

Vote	Description	Main Estimates 2018-19
	Salary	48.9
	O&M	51.0
1	Operating Expenditures	99.9
	Salaries	2.3
	O&M	758.6
5	Capital Expenditures	760.9
10	Contributions	3,111.5
(S)	Statutory	2,178.5
Total		6,150.8



The department is made up of six branches:

1. The **Policy and Results Branch** identifies and assesses broad infrastructure issues, priorities, and needs for potential federal action; and contributes to federal policy development. It does so through an informed research agenda and by collecting and using data to measure and report on results, in partnership with other federal departments, provincial and territorial governments and other public and private stakeholders. The Branch also manages the Smart Cities Challenge, a competition open to all municipalities, local or regional governments, and Indigenous communities (First Nations, Inuit, and Métis) across Canada to address local issues through data and connected technology.
2. The **Program Operations Branch** implements programs, and negotiates and manages infrastructure funding agreements. The Branch also provides risk management and analysis, environmental assessments, Aboriginal consultation determinations, and program reporting. In addition, the Program Operations Branch (POB) manages the permanent federal Gas Tax transfer to Canadian municipalities which supports local infrastructure priorities.

POB is also responsible for two major bridge projects, the New Champlain Bridge Corridor (NCBC) Project in Montreal Québec and the Gordie Howe International Bridge (GHIB) in Windsor/Detroit. Both project are being delivered using a public-private partnership (P3).

Working in close cooperation with Public Services and Procurement Canada as well as various provincial and municipal partners, Infrastructure Canada is responsible for ensuring the public private partnership agreement for the NCBC is appropriately executed in order to have the new bridge be in service by December 2018, with the rest of the corridor to be completed by October 2019.

For the GHIB, Infrastructure Canada provides overall project oversight and due diligence to ensure the project complies with government direction and with the 2012 Canada-Michigan Crossing Agreement.

3. The **Corporate Services Branch** provides support and services for corporate functions such as procurement, human resources, finance, security, planning and administration, accommodations, Information Management and Information Technology.

The Corporate Services Branch also provides Corporate Secretariat services for Executive Committees, integrated risk, performance and planning functions, executive correspondence, access to information and privacy, as well as



parliamentary affairs and portfolio coordination to support governance, consistency and timely decision making.

4. The **Investment, Partnerships and Innovation Branch**: A centre of expertise on project finance involving partnerships with the private sector. The Branch coordinates the federal response to private/public partnerships deemed to be in the public interest to advance consideration of these projects by the new Canada Infrastructure Bank. It also provides oversight and transition management of the Canada Infrastructure Bank, and manages the existing PPP Canada agreements and the oversight of the Government of Canada's contribution to the Toronto Waterfront Revitalization Initiative.
5. The **Audit and Evaluation Branch** provides the Deputy Minister timely assurance on the governance, risk management, and control processes of the department by conducting independent, objective, risk-based audits. The Branch also assesses the relevance, value and impact of programs and initiatives through evaluations. The work supports decision-making and priority setting.
6. The **Communications Branch** fulfills the requirements under the Government of Canada's Policy on Communications and Federal Identity of informing Canadians of departmental policies, programs and initiatives.
7. INFC also oversees the following:

The **Canada Infrastructure Bank (CIB)** was announced in the 2016 Fall Economic Update, and established in June 2017 under the *Canada Infrastructure Bank Act*. The Government of Canada is providing the CIB with \$35 billion over 11 years allowing it to attract private sector and institutional investment to revenue-generating infrastructure projects that are in the public interest.

The **Jacques-Cartier and Champlain Bridges Incorporated (JCCBI)** was established in 1978 and is the federal Crown corporation tasked with the management, maintenance and rehabilitation of federal bridges in the Greater Montreal Region, including the existing Champlain Bridge.

The **Windsor-Detroit Bridge Authority (WDBA)** was established in 2012 pursuant to the International Bridges and Tunnels Act, and became operational in summer 2014. It is responsible for constructing and operating the Gordie Howe International Bridge (GHIB) across the Detroit River between Windsor, Ontario and Detroit, Michigan, to provide for the safe, efficient and secure movement of people and goods across the Canada-United States border. The GHIB project consists of the construction and operation of a six-lane bridge, Canadian and American ports of entry and connection to Interstate 75.



The **Toronto Waterfront Revitalization Corporation (TWRC)**, now called **Waterfront Toronto (WT)**, was established in 2002 under provincial legislation as a not-for-profit entity mandated with leading and implementing the Toronto Waterfront Revitalization Initiative. The funding provided to date has supported a series of investments that serve as the first step to transform the waterfront into sustainable new communities and to foster economic growth.

SENIOR EXECUTIVE PROFILES

Kelly Gillis

Deputy Minister, Infrastructure and Communities



Kelly Gillis was appointed Deputy Minister of Infrastructure and Communities (INFC) in September 2017.

In her past role as Associate Deputy Minister of Innovation, Science and Economic Development Canada (ISED), Kelly worked with the Deputy Minister in supporting three Ministers for a large department of about 5,000 staff. They lead a Department playing a key role in developing Canada's Inclusive Innovation Agenda, which will help develop an economy that promotes clean growth, high-quality jobs and increased prosperity.

Kelly also provided leadership and policy advice on key sectors, with a particular focus on the digital economy, telecommunications policy and regulation, tourism and small business. She also played a principal role in many of the ISED's policy matters, such as Connect to Innovate, Canada's new Tourism Vision, and defence procurement.

Prior to her appointment at ISED, Kelly served as Senior Assistant Deputy Minister (ADM), Spectrum, Information Technologies and Telecommunications (SITT) Sector.

In her role as Senior ADM of SITT, Kelly supported the development and use of world-class information and communications technologies, including management and oversight of Canada's radio spectrum frequencies, research at the Communications Research Centre, cyber security and Connecting Canadians. Kelly has also held the position of Assistant Deputy Minister, SITT, where she focused on policies that supported Canada's ICT industry and advanced the digital economy.

From September 2009 to March 2012, Kelly was Industry Canada's Chief Financial Officer. In this role, she was responsible for providing financial oversight, advice and corporate services. Prior to joining Industry Canada, Kelly was the Assistant Secretary and CFO, Corporate Services Sector, at the Treasury Board of Canada Secretariat, where she led the creation of the new Corporate Services Sector. Kelly was also the Executive Director and Deputy CFO at the Department of Finance Canada.

Kelly holds a Bachelor of Commerce and Graduate Diploma in Public Accounting from McGill University and is also a qualified chartered accountant.

Kelly is originally from Montréal. She and her husband have three children.



Yazmine Laroche

Associate Deputy Minister, Infrastructure and Communities



Yazmine Laroche was appointed Associate Deputy Minister, Infrastructure and Communities on November 25, 2013.

She began her public service career at Transport Canada and has over twenty-five years of experience in public policy, program design and delivery, communications, strategic planning and corporate management. She has served in a number of federal departments, including Communications, Canadian Heritage, the Canada Information Office, Privy Council Office, Treasury Board Secretariat and Infrastructure Canada.

She was appointed to the position of Assistant Deputy Minister in 2000. In 2004, Ms. Laroche joined the Privy Council Office to develop the Government of Canada's "New Deal for Cities and Communities" where she led the team that developed the Gas Tax Fund and the Public Transit Fund. In 2009, she was appointed Assistant Deputy Minister, Executive Policies and Talent Management in the Office of the Chief Human Resources Officer.

Ms. Laroche is the Deputy Minister Champion for Federal Employees with Disabilities. She is an alumna of Carleton University [REDACTED]



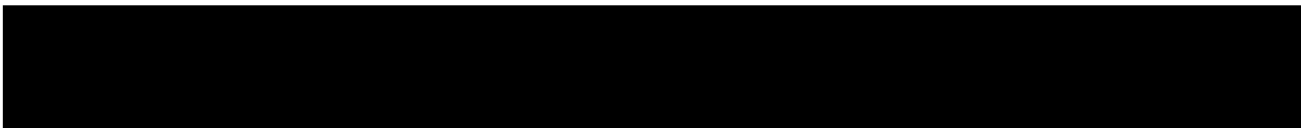
Darlene Boileau

Assistant Deputy Minister, Corporate Services and Chief Financial Officer



Ms. Boileau joined Infrastructure Canada as Assistant Deputy Minister, Corporate Services and Chief Financial Officer in January 2015. During the preceding three years, Ms. Boileau served as Deputy Director of Strategic Policy and Public Affairs at the Financial Transactions and Reports Analysis Centre of Canada (FINTRAC).

Prior to this, Ms. Boileau also held the roles of Assistant Secretary, Social and Cultural Sector and Executive Director, Heritage, Veterans Affairs, Social and Cultural Program Sector at the Treasury Board Secretariat. Previously she has worked as Director General, Portfolio Affairs at Public Safety; Director, Transformation Office at Citizenship and Immigration Canada; and Senior Director of Operations at Health Canada.



Marc Fortin

Assistant Deputy Minister, Program Operations



Mr. Fortin was appointed to the position of Assistant Deputy Minister, Program Operations at Infrastructure Canada in August 2014.

During his career, which has mainly been with Transport Canada (1992-2014), he was responsible for the management and development of organizations within multi-faceted groups, both at Headquarters and in the regions.

Mr. Fortin joined the Canadian Coast Guard in 1992 and occupied a variety of positions of increasing responsibility. He worked in Strategic Planning, Environmental Response, Human Resources and the Marine Aids Program at Headquarters, as well as Business Planning at the Coast Guard College in Sydney, Nova Scotia. After a brief stay at the Privy Council Office in 1997, he returned to Transport Canada with the Safety and Security Group as Director of the Occurrence Data, Analysis and Reports Branch.

Between 2001 and 2007, Mr. Fortin was Director of Seaway and Domestic Shipping Policy in the Marine Policy Directorate. Between 2008 and 2012, Mr. Fortin was Director General of Transportation Technology and Innovation, where he provided recommendations on emerging transportation issues. In that role, Mr. Fortin was also responsible for leading and coordinating collaborative initiatives to promote the research, development, demonstration and adoption of new transportation technologies.

In February 2012, Mr. Fortin was appointed Regional Director General for the Atlantic Region at Transport Canada where he was responsible for ensuring the implementation and administration of policies, regulations and programs in Atlantic Canada.

Mr. Fortin graduated from the University of Ottawa where he obtained a Diploma in Public Administration and a BA in Social Sciences. He went on to receive a MBA, specializing in Management, from the Université du Québec à Montréal.



Gerard Peets

Assistant Deputy Minister, Policy and Results



Gerard Peets was appointed Assistant Deputy Minister for Policy and Results in June 2018.

Gerard leads on the development of long-term policy and data options that will guide INFC in its leadership role in Canada for the implementation and evolution of infrastructure investments, planning, programs and initiatives. He also oversees the team delivering the Smart Cities Challenge team.

Mr. Peets comes to us from Innovation, Science and Economic Development Canada, where he was the Director General of Manufacturing and Life Sciences Branch. There, he supervised policy development aimed at retaining and growing healthy manufacturing sectors critical to the Canadian economy.

Over his career, Gerard has held a number of positions in the Government of Canada, including executive positions in Industry Canada's Marketplace Framework Policy Branch, where he led the development of recent amendments to Canada's Copyright Act. He was also a member of Canada's negotiating team for the Canada-U.S. Beyond the Border agreement.

He holds a Masters of Arts in International Political Economy from the Norman Paterson School of International Affairs at Carleton University, and a Bachelor of Sciences from the University of Guelph.



Glenn Campbell

Assistant Deputy Minister, Investment, Partnerships and Innovation Branch



Mr. Campbell was appointed as Assistant Deputy Minister of the Investment, Partnerships and Innovation, at Infrastructure Canada, in January 2017. Previously he was Director, Financial Institutions, at Finance Canada responsible for financial sector policy covering banking and insurance, as well as financial services trade and investment, competition, ownership and consumer policy, as well as ministerial approvals of sector transactions and restructurings.

Prior he was Director, International Policy and Analysis, covering international financial institutions as well as global macroeconomic analysis and policy coordination through G20, G7, and IMF in promoting economic growth and financial stability. He was also Senior Finance Official for APEC for three years focusing on Canada's economic relationship in Asia, including promoting infrastructure investment.

Glenn was finance counselor in New York during the global financial crisis covering Canada's interests on Wall Street. He spent his early career at Finance Canada focused on federal-provincial fiscal relations and intergovernmental transfer programs, and has 25 years of experience in the federal government, including Global Affairs, Industry Canada, and the Treasury Board Secretariat. Glenn holds a BA from St. Francis Xavier and an MA from Western.



Isabelle Trépanier

Chief Audit and Evaluation Executive



Ms. Trépanier has been the Chief Audit and Evaluation Executive at INFC since April 2015.

Recruited to the federal public service in 1991, the first 10 years of Isabelle's career were spent in the field of financial management.

Part of Transport Canada's Policy Group from 2001 to 2011, she worked on various files in all modes of transportation, including the design of the transportation elements of the first Building Canada Infrastructure Plan. Her last posting in Policy Group was as Director, National Air Services Policy, where she led the development of economic policy frameworks and legislation affecting Canadian air carriers, domestic air services, passenger

rights and the environment.

From 2011-2014, she was the Executive Director, Corporate Planning and Reporting at Transport Canada, a position which supported the alignment of business activities, financial resources, performance and risk management.

Isabelle holds a MBA from the University of Ottawa and a BA in Commerce.



Vacant

Director General, Corporate Secretariat



Peter Wallace

Director General, Communications



Peter joined Infrastructure Canada as Director General, Communications in 2012. He reports directly to the Deputy Minister and is the Department's Champion for the Government of Canada Workplace Charitable Campaign.

He has extensive experience as a Communications executive and has held leadership roles at Western Economic Diversification Canada, The Canadian Coast Guard, Canada Border Services Agency, the Department of Canadian Heritage and various positions in Parliament.

Peter led the delivery of Strategic Communications support for a wide range of highly visible and publicly sensitive federal files at Canadian Heritage including Broadcasting, Copyright, Arts and Culture, Youth, Canada's national museums, as well as several high profile Crown Corporations including the Canadian Radio and Television Commission (CRTC) and the Canadian Broadcasting Corporation (CBC).

Peter has also delivered programs and on-the-ground special initiatives with the Canadian Coast Guard that were designed to build co-operation and strategic alliances with key allies in the North Pacific and Atlantic Oceans including Japan, Russia, China, Korea, and the United States. Peter also lead the organization and on-site delivery of capacity building initiatives in the Middle East in conjunction with Foreign Affairs as part of the broader Middle East Peace Plan. Host countries included Qatar and Jordan.

He has held senior positions with the Canada Border Services Agency (CBSA), and managed national programs designed to facilitate trade across the Canada-US Border and fight smuggling. While at CBSA, he led consultation initiatives to review and change policy affecting Canada's transportation sector.

Peter has been an official member of Canadian delegations to the International Maritime Organization (United Nations), Middle East, Asia, and Europe.

In addition to his career in the federal public service,





KEY CONTACT LIST

ATIA-16(2)(c)

Name	Title	Phone Number
Angus Howieson Acting Assistant Deputy Minister , Corporate Services and Chief Finance Officer	Departmental Liaison for Transition (HR, IMIT, Security, Accommodation, etc.)	Direct Line: [REDACTED] Office: 613-948-9161

Name	Title	Phone Number
Kelly Gillis	Deputy Minister	[REDACTED]
Yazmine Laroche	Associate Deputy Minister	613-948-8157
Jennifer Eyre	Chief of Staff Deputy Minister's Office	613-960-9666
Julia Fenrich	Departmental Liaison Officer Deputy Minister's Office	613-941-0745
Glenn Campbell	Assistant Deputy Minister, Investment, Partnerships and Innovation	613-941-0722
Marc Fortin	Assistant Deputy Minister, Program Operations	613-948-8003
Gerard Peets	Assistant Deputy Minister, Policy and Results	613-946-5188
Isabelle Trépanier	Chief Audit and Evaluation Executive	613-954-4879
Peter Wallace	Director General, Communications	613-948-2940
Vacant	Director General, Corporate Secretariat	



Investing in Canada: Canada's Infrastructure Plan

Infrastructure Canada
January 2018

Canada 

Investing in Canada Plan

\$180+ Billion Infrastructure Plan
delivered by 13 departments over 12 years



Over \$90 billion funding from existing programs and initiatives

New Delivery Mechanisms

Integrated Bilateral Agreements with Provinces and Territories

Strategic, predictable funding focused on outcomes

Canada Infrastructure Bank

*\$35 billion to leverage additional private sector investment
support innovative procurement (\$15 billion on an accrual basis)*

National Programs

*Targeted specific outcomes that cannot be achieved
through bilateral agreements*

INFC Delivering on the Plan

Infrastructure Canada is delivering a significant portion of the Plan including existing programs, Budget 2016 programs, and the following Budget 2017 initiatives:

Integrated Bilateral Agreements

\$33 billion in infrastructure funding via Integrated Bilateral Agreements with provinces and territories for public transit, green infrastructure, culture & recreation, and rural and northern communities

Smart Cities Challenge

\$300 million to encourage communities to involve their most creative minds to develop and implement new approaches to city-building

Establish the Canada Infrastructure Bank

An innovative tool that will work collaboratively with both public and private sector partners to attract private investment in revenue generating projects that are in the public interest.

Disaster Mitigation and Adaptation Fund

\$2 billion to support national, provincial and municipal infrastructure required to deal with the effects of a changing climate

Transformative approach

- ✓ For PTMs: increased flexibility, respect for local decision making and predictable, long term funding for PTMs to facilitate better planning
- ✓ Focus on outcomes and recognizing the broader benefits that we can achieve
- ✓ Funding targeted at innovation (e.g. smart cities)
- ✓ Significant investments to ensure proper asset management and state of good repair
- ✓ Emphasis on increasing data/analysis to support evidence-based decisions
- ✓ Attracting and incenting private sector investment via approaches such as an infrastructure bank



Safety of the Existing Champlain Bridge

KEY MESSAGES

- All federal structures in JCCBI's network, including the existing Champlain Bridge, are safe.
- JCCBI has been allocated sufficient funding for the repair, maintenance and operation of federal structures under its responsibility.
- JCCBI spends approximately \$100M a year on the Champlain Bridge to ensure its safety.
- Completed and ongoing repairs continue to ensure the safety of JCCBI's network of structures. This includes additional repairs to the Champlain Bridge to ensure it remains fully operational until the New Champlain Bridge is in service.

BACKGROUND

The Jacques Cartier and Champlain Bridges Inc (JCCBI), a Crown Corporation, owns and operates the existing Champlain Bridge, the Jacques Cartier Bridge, the federal portion of the Honoré Mercier Bridge and other connecting infrastructure in Montreal.

JCCBI was allocated a total of \$2.1 billion since 2006 for the repair, maintenance and operation of all of its structures. Budgets 2006 through 2013 provided \$806 million; Budget 2014 provided \$960.7 million, and an additional \$389 million was provided in 2014 for urgent repairs to the Champlain Bridge.

In addition, JCCBI recently undertook a study to determine what work would be required in case of delays on the New Champlain Bridge. Some of this work, including work on pier caps and interior girders has already begun. JCCBI has estimated that work to extend the life of the existing Champlain Bridge until June 2019 will cost \$63M, \$10M of which is expected to be spent from January to June 2019 should it be required.

FUNDING

JCCBI received \$616M through Budget 2018 to cover work on all structures, including the Champlain Bridge, from 2018-2019 to 2022-2023.



Infrastructure
Canada

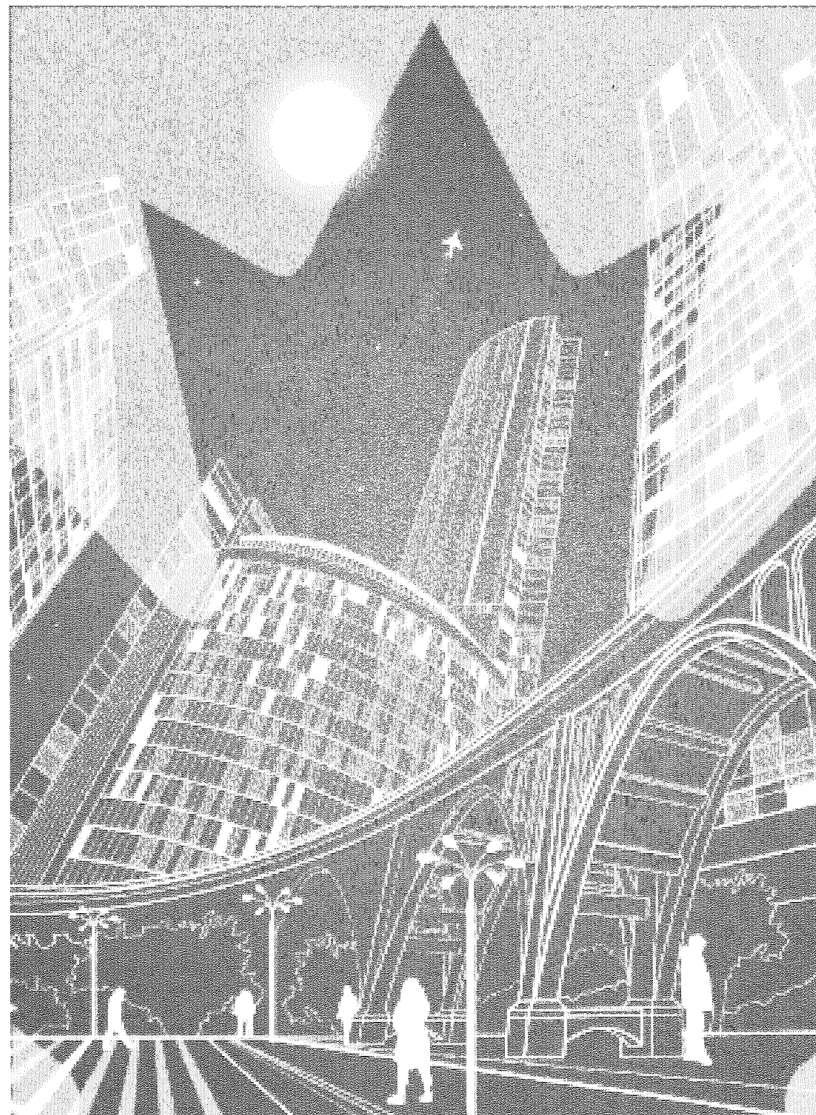
Investing in Canada Infrastructure Program

Infrastructure Canada

Canada

Investing in Canada Infrastructure Program (ICIP)

Part of the larger Investing in Canada Plan, the \$33 billion ICIP will create long-term economic growth, build inclusive, sustainable and resilient communities and support a low-carbon, green economy



ICIP Funding Streams

\$20.1
Billion

Public Transit

Funds construction, expansion and improvement of public transit networks

\$9.2
Billion

Green Infrastructure

Funds improvement of environmental quality, reduction of GHG emissions and increased resilience of communities under three separate sub-streams

\$1.3
Billion

Community, Culture and Recreation

Funds increased citizen participation and appreciation of cultural, recreational and community spaces.

\$2.4
Billion

Rural and Northern Communities

Funds improvement of the quality of life in rural and northern communities.
Includes the \$400 million Arctic Energy Fund.

Program Delivery

- To deliver ICIP, INFC will enter into **Integrated Bilateral Agreements (IBAs)** with provinces/territories, who are responsible for identifying, prioritizing, and submitting projects and flowing funds to ultimate recipients.
- **Ultimate recipients** are the same as previous programs with expanded eligibility for Indigenous recipients.

Cost-Sharing

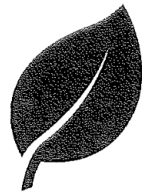
While provinces will cost-share on municipal projects at a minimum of 33.33% of eligible costs, Canada will invest:

Up to **40%*** of
municipal and not-
for-profit
project costs

Up to **50%***
of provincial
project costs

Up to **75%** of
territorial and
Indigenous partners'
project costs

Up to **25%***
of for-profit private
sector
project costs



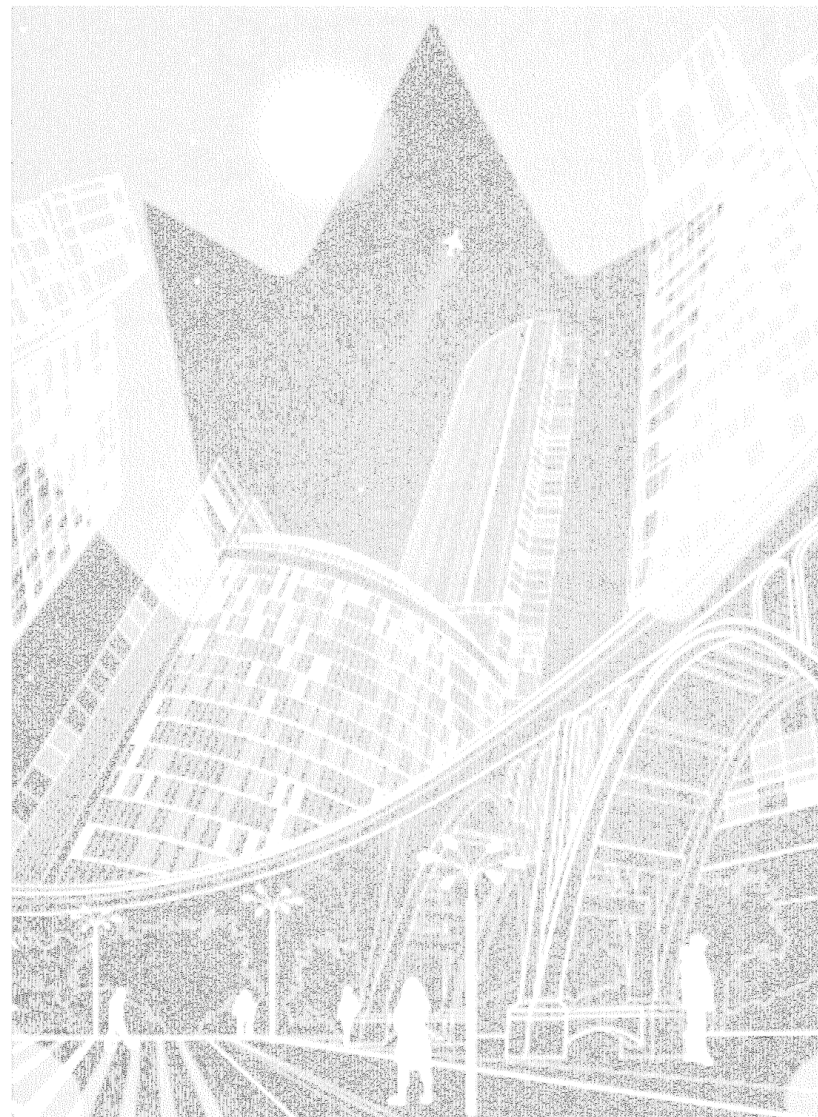
One percent of the national allocation will be available to provinces/territories to cover the costs of delivering the program

* For public transit, Canada will invest up to 50% for rehabilitation projects and up to 40% for new public transit construction and expansion projects, including active transportation.

*For projects under the Rural and Northern Communities stream, Canada will invest up to 50% for provincial, municipal and not-for-profit projects.

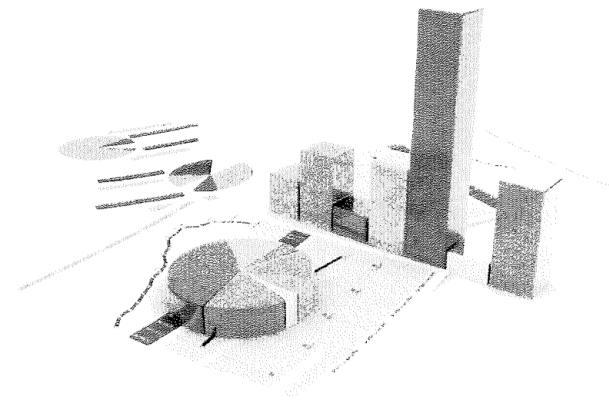
* For projects under the Rural and Northern Communities stream, Canada will invest up to 60% for communities under 5000 people

Key Features



Outcomes-Based Approach

- Change from exclusively asset-based investment to an outcomes focus for eligibility
- This means that projects will need to align directly to an immediate program outcome
- Provides PTs with greater flexibility to select projects that did not previously fit into eligible asset categories
- Provides ability to fund innovative projects
- Aligns with Government's agenda of delivering results to Canadians by tying investments to outcomes



PT Infrastructure Plans

- Plans will provide an overview of how ICIP funding will be delivered to achieve regional and local priorities each PT
- The Plan will also be used to:
 - Track each PT's plans toward achieving targets
 - Provide information on PT program administration and delivery
 - Report to Canadians with the use of aggregated data
 - Inform the Canadian Infrastructure Bank of projects that may be of interest to the CIB
- Plans will have two sections that include:
 - **Narrative section** that provides information on PT funding priorities, program delivery, approach to achieving targets, forecasted number of projects, accomplishments.
 - **Future projects section** that identified key planned projects the PT expects to submit over next three years.

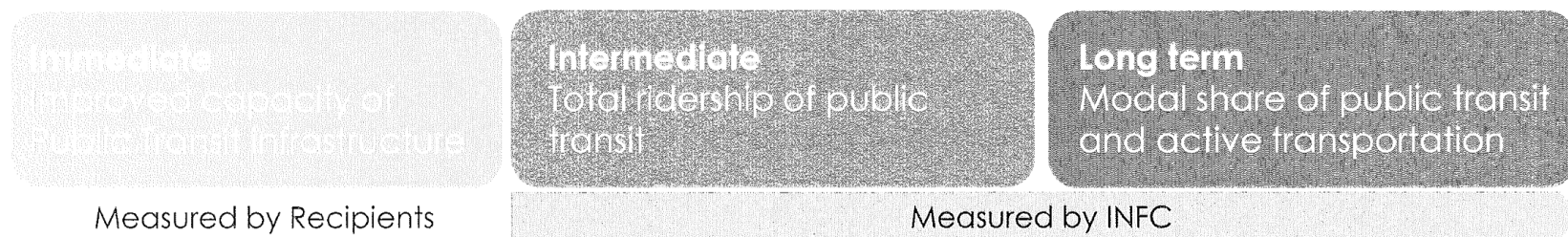
Climate Lens and Community Employment Benefits (CEB) Reporting

- INFC has developed two horizontal requirements that are proposed to be implemented under ICIP
- **Climate lens** is an assessment of GHG emissions and/or climate resilience to promote better incorporation of climate change considerations in the development of infrastructure assets
- **CEB** reporting aims to better understand how infrastructure investments create jobs in communities by:
 - Increasing employment opportunities for targeted groups (apprentices, Indigenous peoples, women, people with disabilities, veterans, youth and new Canadians); and
 - Fostering opportunities for small-, medium-sized and social enterprises in the construction industry and related sectors

Achievement of Results

The ICIP logic model identifies up front the results that are expected to be achieved through each funding stream:

- **Immediate results** can be achieved at project conclusion or within a short time of project conclusion.
- **Intermediate results** are shifts in the behaviours and attitudes of Canadians and are *influenced* by the collective, immediate-level achievements of infrastructure projects (within 3 to 5 years).
- **Long-term results** will be tracked over a five to ten year cycle and will show progress toward national priority areas specific to the IBAs and in keeping with the long-term priorities of INFC and the Government of Canada.

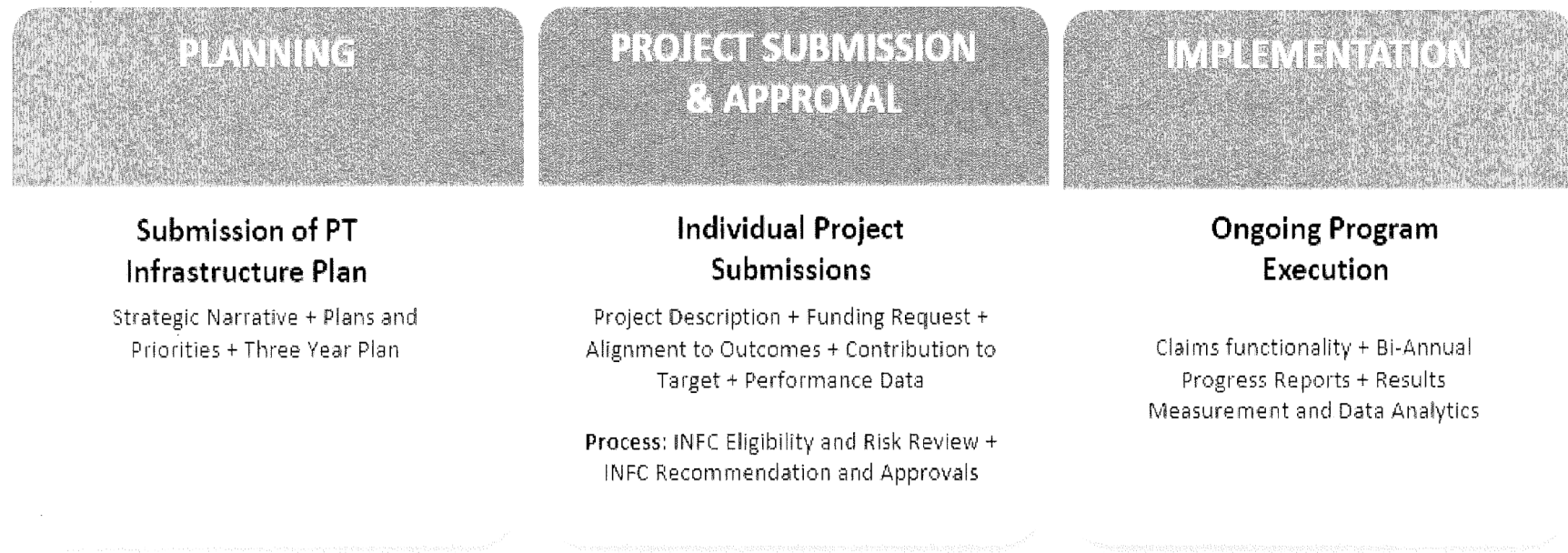


Measuring Results

- Underlying each immediate, intermediate and long-term results statement is a series of data points (indicators) which will provide a foundation of evidence to assess, track and report progress against results
- Three key principles underlie the collection of indicator data:
 - 1) Collect the **minimum viable data** needed to provide insight and evidence to measure results.
 - 2) Collect only meaningful **data that tells a story**.
 - 3) **Collect data early** to ensure continuous performance reporting.

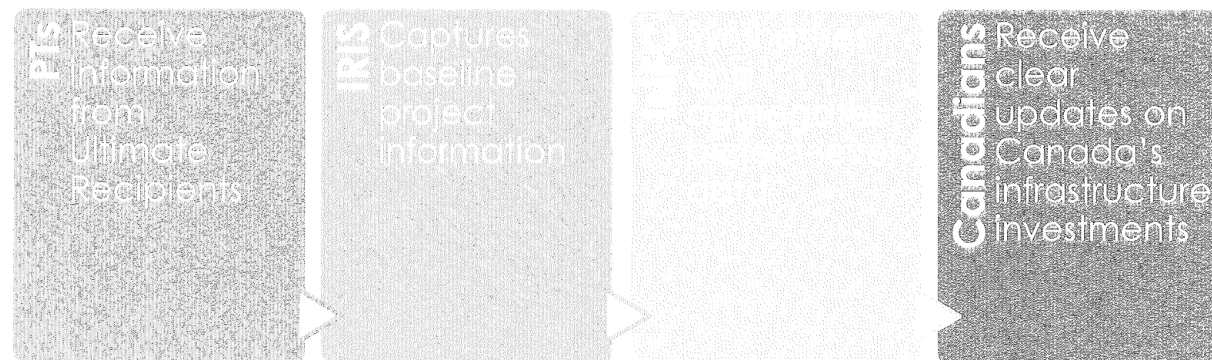
A New Way of Doing Business

The Infrastructure Recipient Information System (IRIS) will will facilitate streamlined program delivery and information-sharing and will provide functionality to collect data and track performance



Reporting to Canadians

- Data collected through project submission and progress reporting will be publically reported via Infrastructure Canada's website
- Data will also be released via the Government of Canada's open data portal
- PTs will have access to and the ability to export their data via IRIS



Current Status

- Ten integrated bilateral agreements with PTs have been signed
- Newfoundland and Labrador, Prince Edward Island and Saskatchewan remain to be signed
- Initial Provincial-Territorial 3-year infrastructure plans to be submitted in Fall 2018

INVESTING IN CANADA

\$180 + BILLION INFRASTRUCTURE PLAN OVER 12 YEARS

Create

long-term economic growth

Build

inclusive communities

Support

a low carbon, green economy

PUBLIC TRANSIT

\$28.7 BILLION

Build new urban transit networks and service extensions that will transform the way Canadians live, move and work.

Budget 2016: \$3.4 billion

Budget 2017: \$20.3 billion

Canada Infrastructure Bank: \$5 billion

GREEN

\$26.9 BILLION

Ensure access to safe water, clean air, and greener communities where Canadians can watch their children play and grow.

Budget 2016: \$5 billion

Budget 2017: \$16.9 billion

Canada Infrastructure Bank: \$6 billion

SOCIAL

\$25.3 BILLION

Provide adequate and affordable housing and child care as well as cultural and recreational centers that will ensure Canada's communities continue to be great places to call home.

Budget 2016: \$3.4 billion

Budget 2017: \$21.9 billion

TRADE AND TRANSPORTATION

\$10.1 BILLION

Provide safe, sustainable and efficient transportation systems that will bring global markets closer to Canada to help Canadian businesses compete, grow and create more middle-class jobs.

Budget 2017: \$5.1 billion

Canada Infrastructure Bank: \$5 billion

RURAL AND NORTHERN COMMUNITIES

\$2 BILLION

Grow local economies, improve social inclusiveness and better safeguard the health and environment of rural and northern communities.

Budget 2017: \$2 billion

In addition, the \$400 million Arctic Energy Fund will be delivered under this stream to support energy security in the territories.

✓ DELIVERING THE PLAN

BILATERAL AGREEMENTS

Achieve national objectives while providing provinces, territories and municipalities with the flexibility to meet their infrastructure priorities

DISASTER MITIGATION AND ADAPTATION FUND

Help communities adapt to a changing climate while mitigating the impacts of future disasters

CANADA INFRASTRUCTURE BANK

Help public dollars go farther and build more infrastructure projects

SMART CITIES CHALLENGE

Challenge communities of all sizes to improve the lives of their residents through innovation, data and connected technology

INVESTING IN INDIGENOUS COMMUNITIES

Improve community infrastructure and create new opportunities

The Investing in Canada plan also includes \$92.2 billion for existing and renewed infrastructure programs such as the federal Gas Tax Fund that provides over \$2 billion every year to municipalities.

www.infrastructure.gc.ca

Canada

INFRASTRUCTURE CANADA BILATERAL AGREEMENTS WITH PROVINCES AND TERRITORIES

Investments delivered by Infrastructure Canada through bilateral agreements with provinces and territories will streamline the delivery of funding. These agreements will ensure that federal investments help achieve national objectives, while providing the flexibility for provinces, territories and municipalities to meet their infrastructure investment priorities.

BUDGET 2016 INVESTMENTS

Accelerated federal investments providing short term funding for the rehabilitation, repair, and modernization of existing infrastructure.

CLEAN WATER & WASTEWATER FUND

PUBLIC TRANSIT INFRASTRUCTURE FUND

BUDGET 2017 INVESTMENTS

Delivered over the next decade, this predictable source of funding will support local priorities and help communities across the country prosper and innovate. Infrastructure Canada funding will be delivered through bilateral agreements with provinces and territories under four streams:

PUBLIC TRANSIT

COMMUNITY, CULTURE AND RECREATION

GREEN

RURAL AND NORTHERN COMMUNITIES

Under these integrated bilateral agreements, the Government of Canada will invest up to:

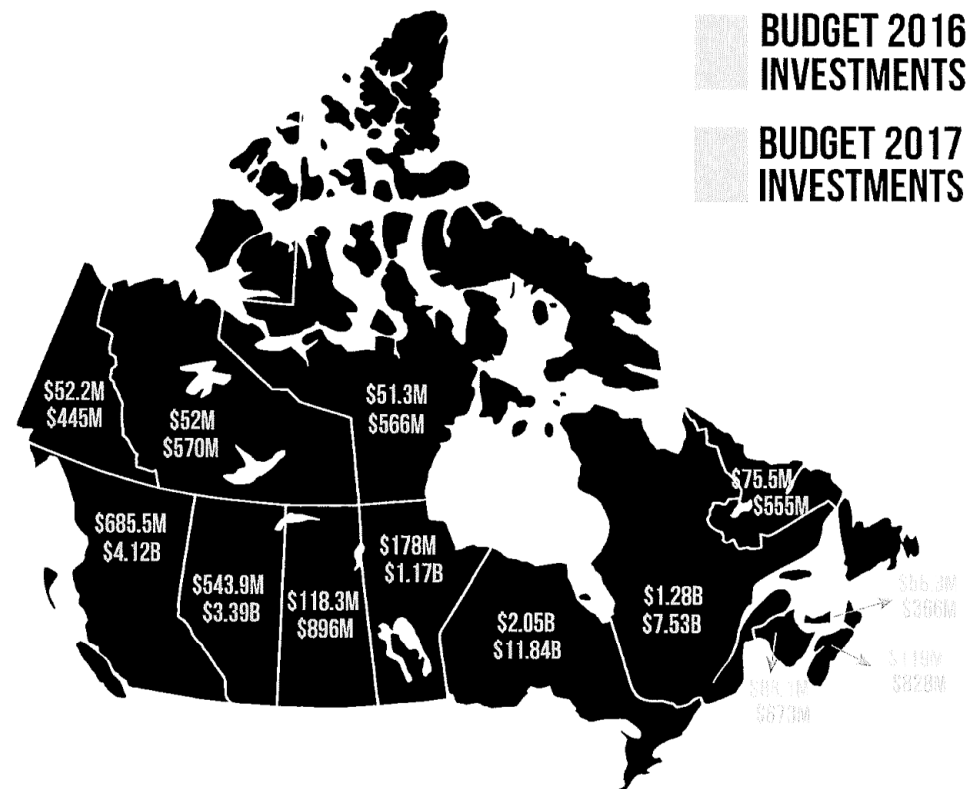
- 40% of municipal* and not-for-profit projects in the provinces;
- 50% of provincial* projects;
- 75% for projects in the territories and for projects with Indigenous partners;
- 25% of for-profit private sector projects (except in the Community, Culture and Recreation Stream, where for-profit private sector projects are not eligible).

Provinces will have to cost-share municipal projects at a minimum of 33.33% of eligible costs.

* For public transit, Canada will invest up to 50% for rehabilitation projects and up to 40% of new public transit construction and expansion projects.

* For projects under the Rural and Northern Communities stream, Canada will invest up to 50% for provincial, municipal and not-for-profit projects, and up to 60% for municipal projects in the provinces where municipalities have a population of less than 5,000.

ALLOCATIONS BY PROVINCE AND TERRITORY



Investing in Canada plan: Overview of Funding by Department - \$187.8Bⁱ (\$92.2B Existing Funding + \$14.4B Budget 2016 + \$81.2B Budget 2017)

<div>INFRASTRUCTURE CANADA</div> <div><div>Existing Funding</div><div><ul style="list-style-type: none">Multiple initiatives over 12 years (\$57.5B)ⁱⁱ</div></div> <div><div>Budget 2016</div><div><ul style="list-style-type: none">Public Transit Infrastructure Fund (\$3.4B)Clean Water and Wastewater Fund (\$2B)Municipalities for Climate Innovation Program (\$75M)Municipal Asset Management Program (\$50M)Codes, Guides and Specifications for Climate-Resilient Public Infrastructure (\$40M)Lake Manitoba/Lake St. Martin Outlet Channels (\$247.5M)North Shore Wastewater Treatment Plant (\$212.3M)</div></div> <div><div>Budget 2017</div><div><ul style="list-style-type: none">Investing in Canada Infrastructure Program (\$33.1B)Canada Infrastructure Bank (\$15B)Disaster Mitigation and Adaptation Fund (\$2B)Smart Cities Challenge (\$300M)</div></div> <div><div>ⁱⁱ This includes the GST Rebate which is administered by CRA.</div></div>	\$114.0B	<div>CANADA MORTGAGE AND HOUSING CORPORATION</div> <div><div>Existing Funding</div><div><ul style="list-style-type: none">Existing Housing Programs over 12 years (\$17.3B)</div></div> <div><div>Budget 2016</div><div><ul style="list-style-type: none">Investment in Affordable Housing (\$504.4M)Renovation and Retrofit of Social Housing (\$574M)ⁱⁱⁱIncreasing Affordable Housing for Seniors (\$200.7M)Renovation and Retrofit On-Reserve (\$127.7M)Northern Housing (\$97.7M)Supporting Shelters for Victims of Family Violence (\$89.9M)Shelters for First Nations Victims of Family Violence (\$10.4M)Aboriginal Capacity and Skills Development (\$10M)</div></div> <div><div>Budget 2017</div><div><ul style="list-style-type: none">FPT Housing Partnership Framework (\$7.7B)National Housing Co-Investment Fund (\$5.1B)Other National Housing Strategy Initiatives (\$1.1B)</div></div> <div><div>ⁱⁱⁱ A portion of this envelope (\$77M) is federally delivered, thus not under a bilateral agreement.¹</div></div>	\$32.8B	<div>INDIGENOUS SERVICES CANADA</div> <div><div>Existing Funding</div><div><ul style="list-style-type: none">Six initiatives over 12 years (\$14.6B)</div></div> <div><div>Budget 2016</div><div><ul style="list-style-type: none">Water and Wastewater (\$1.8B)On-Reserve Housing Funds (\$416.6M)Health Facilities Program (\$270M)First Nations Infrastructure Fund – Cultural and Recreational Centers (\$76.9M)Aboriginal Head Start on Reserve (\$51.2M)</div></div> <div><div>Budget 2017</div><div><ul style="list-style-type: none">Improving Indigenous Communities (\$4B)Capital Facilities and Maintenance program (\$15M)</div></div>	\$21.2B	<div>FINANCE CANADA</div> <div><div>Budget 2017</div><div><ul style="list-style-type: none">Reserved Green Funding (\$2B)</div></div> <div><div>HEALTH CANADA</div><div><div>Budget 2017</div><div><ul style="list-style-type: none">Home Care Infrastructure (\$1B)</div></div></div> <div><div>CROWN-INDIGENOUS RELATIONS AND NORTHERN AFFAIRS CANADA</div><div><div>Budget 2016</div><div><ul style="list-style-type: none">Inuit Housing (\$80M)First Nations Waste Management Initiative (\$408.9M)</div></div><div><div>Budget 2017</div><div><ul style="list-style-type: none">Indigenous Community-Based Climate Monitoring Program (\$72.7M)Climate Change Preparedness in the North Program – Implementation of Adaptation Actions in the North (\$55.9M)First Nation Adapt Program – Flood Plain Mapping (\$27M)</div></div></div>	\$4.1B								
<div>TRANSPORT CANADA</div> <div><div>Existing Funding</div><div><ul style="list-style-type: none">One initiative over 5 years (\$341M)</div></div> <div><div>Budget 2017</div><div><ul style="list-style-type: none">National Trade Corridors Fund (\$2B)Connecting Communities by Rail and Water (\$1.925B)^{iv}Oceans Protection Plan (\$1.325B)ⁱⁱⁱModernizing Transportation (\$76.7M)Trade and Transportation Information System (\$50M)Climate Risk Assessments (\$16.4M)Heavy-Duty Vehicle and Off-Road Regulations (\$16M)</div></div> <div><div>^{iv} Include funding to support capital projects where costs are amortized over the useful life of the asset. The 11-year totals include the remaining amortization amounts beyond 2027-28.</div></div>	\$5.6B	<div>NATURAL RESOURCES CANADA</div> <div><div>Budget 2016</div><div><ul style="list-style-type: none">Electric Vehicle and Alternative Fuel Infrastructure Deployment and Technology Demonstration (\$62.5M)Green Municipal Fund (\$62.5M)Regional Electricity Cooperation and Strategic Infrastructure (\$2.5M)</div></div> <div><div>Budget 2017</div><div><ul style="list-style-type: none">Clean Energy for Rural and Remote Communities (\$220M)Emerging Renewable Power (\$200M)Energy Efficient Buildings (\$182M)Electric Vehicle and Alternative Fuel Infrastructure (\$120M)Smart Grid (\$100M)Adaptation and Resilience – Building Resilience and Adaptation Capacity and Expertise (BRACE) and Knowledge Synthesis (\$18M)</div></div>	\$967.5M	<div>EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA</div> <div><div>Existing Funding</div><div><ul style="list-style-type: none">Two initiatives over 12 years (\$1.96B)^v</div></div> <div><div>Budget 2016</div><div><ul style="list-style-type: none">Early Learning and Child Care (\$400M)^{vi}Homelessness Partnering Strategy (\$111.77M)First Nations and Inuit Child Care Initiative (\$62.8M)Enabling Accessibility Fund (\$4M)</div></div> <div><div>Budget 2017</div><div><ul style="list-style-type: none">Early Learning and Child Care (\$7B)Homelessness Partnering Strategy (\$2.13B)Enabling Accessibility Fund (\$77M)Women in Construction Fund (\$10M)</div></div> <div><div>^v One initiative (\$1.6B) is shared with ISC and PHAC.</div><div><div>^{vi} Consists of two programs: Early Learning and Childcare has launched, Indigenous Early Learning and Childcare has not yet launched</div></div></div>	\$11.8B	<div>ENVIRONMENT AND CLIMATE CHANGE CANADA</div> <div><div>Budget 2016</div><div><ul style="list-style-type: none">Green Municipal Fund (\$62.5M)</div></div> <div><div>Budget 2017</div><div><ul style="list-style-type: none">Canadian Centre for Climate Services (\$107.9M)</div></div> <div><div>REGIONAL DEVELOPMENT AGENCIES</div><div><div>Existing Funding</div><div><ul style="list-style-type: none">One initiative over 2 years (\$146M)</div></div><div><div>Budget 2016</div><div><ul style="list-style-type: none">Canada 150 Community Infrastructure Program (\$150M)</div></div></div>		<div>PARKS CANADA</div> <div><div>Budget 2016</div><div><ul style="list-style-type: none">National Cost-Sharing Program for Heritage Places (\$20M)</div></div> <div><div>PUBLIC HEALTH AGENCY OF CANADA</div><div><div>Budget 2016</div><div><ul style="list-style-type: none">Aboriginal Head Start in Urban and Northern Communities (\$15.4M)</div></div></div> <tr><td><div>INNOVATION, SCIENCE AND ECONOMIC DEVELOPMENT CANADA</div><div><div>Budget 2016</div><div><ul style="list-style-type: none">Post-Secondary Institutions Strategic Investment Fund (\$2B)Connect to Innovate (\$500M)</div></div><div><div>Budget 2017</div><div><ul style="list-style-type: none">Innovation Superclusters Initiative (\$150M)</div></div></td><td>\$2.65B</td><td><div><div><div>❖ Initiatives delivered through Bilateral Agreements</div><div>Initiatives not yet launched are in RED</div></div></div></td><td></td><td><div>CANADIAN HERITAGE</div><div><div>Existing Funding</div><div><ul style="list-style-type: none">One initiative over 12 years (\$360M)</div></div><div><div>Budget 2016</div><div><ul style="list-style-type: none">Canada Cultural Spaces Fund (\$168.2M)</div></div><div><div>Budget 2017</div><div><ul style="list-style-type: none">Canada Cultural Spaces Fund (\$300M)Community Educational Infrastructure (\$80M)</div></div></td><td>\$908.2M</td><td></td></tr>	<div>INNOVATION, SCIENCE AND ECONOMIC DEVELOPMENT CANADA</div> <div><div>Budget 2016</div><div><ul style="list-style-type: none">Post-Secondary Institutions Strategic Investment Fund (\$2B)Connect to Innovate (\$500M)</div></div> <div><div>Budget 2017</div><div><ul style="list-style-type: none">Innovation Superclusters Initiative (\$150M)</div></div>	\$2.65B	<div><div><div>❖ Initiatives delivered through Bilateral Agreements</div><div>Initiatives not yet launched are in RED</div></div></div>		<div>CANADIAN HERITAGE</div> <div><div>Existing Funding</div><div><ul style="list-style-type: none">One initiative over 12 years (\$360M)</div></div> <div><div>Budget 2016</div><div><ul style="list-style-type: none">Canada Cultural Spaces Fund (\$168.2M)</div></div> <div><div>Budget 2017</div><div><ul style="list-style-type: none">Canada Cultural Spaces Fund (\$300M)Community Educational Infrastructure (\$80M)</div></div>	\$908.2M	
<div>INNOVATION, SCIENCE AND ECONOMIC DEVELOPMENT CANADA</div> <div><div>Budget 2016</div><div><ul style="list-style-type: none">Post-Secondary Institutions Strategic Investment Fund (\$2B)Connect to Innovate (\$500M)</div></div> <div><div>Budget 2017</div><div><ul style="list-style-type: none">Innovation Superclusters Initiative (\$150M)</div></div>	\$2.65B	<div><div><div>❖ Initiatives delivered through Bilateral Agreements</div><div>Initiatives not yet launched are in RED</div></div></div>		<div>CANADIAN HERITAGE</div> <div><div>Existing Funding</div><div><ul style="list-style-type: none">One initiative over 12 years (\$360M)</div></div> <div><div>Budget 2016</div><div><ul style="list-style-type: none">Canada Cultural Spaces Fund (\$168.2M)</div></div> <div><div>Budget 2017</div><div><ul style="list-style-type: none">Canada Cultural Spaces Fund (\$300M)Community Educational Infrastructure (\$80M)</div></div>	\$908.2M										

¹ Totals do not add up to \$187.8B due to fiscal framework adjustments, rounding and other revenues

ⁱ Totals do not add up to \$187.8B due to fiscal framework adjustments, rounding and other revenues.
Updated June 25, 2018

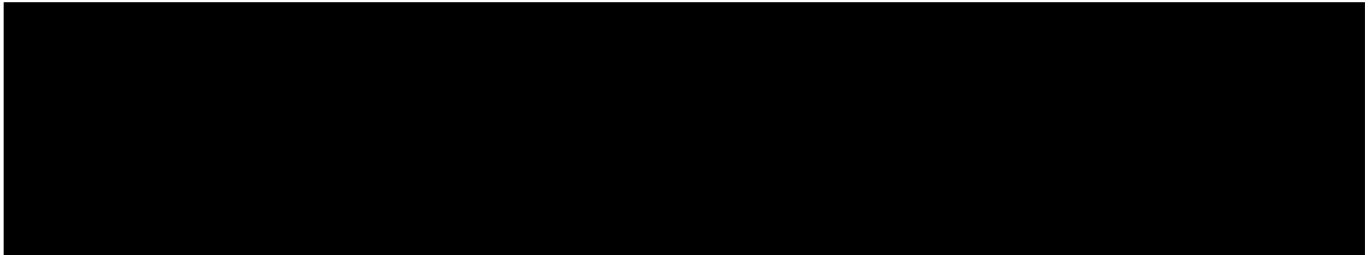
As of 2018-05-23

ATIA - 19(1)	ATIA - 69(1)(g) - (a)
ATIA - 21(1)(a)	ATIA - 69(1)(g) - (c)
ATIA - 21(1)(b)	

Early Actions with Partners and Stakeholders

The following will merit your attention during your first days in office:

Early Signatures



Approval of several projects under the Investing in Canada Infrastructure Program and the New Building Canada Fund as well as **Contribution Agreements** under the New Building Canada Fund.

Contact Key Federal-Provincial/Territorial Ministerial counterparts

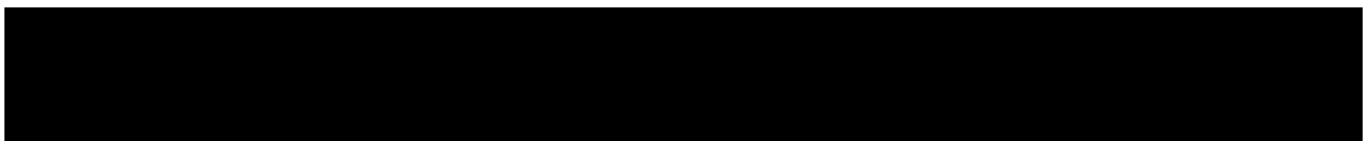
It would be appropriate to start with the **Ministers for Ontario and Quebec** as they have the largest share of the funding allocation under the Investing in Canada Program.

A Federal-Provincial Territorial Ministers meeting is scheduled for September 26-27 in Halifax, Nova Scotia. If you agree, we would advise that you confirm your intention to proceed with this meeting to your provincial-territorial counterparts in the coming days. Future briefings will provide you with the agenda and background for this meeting and seek your approval to proceed.

Contact Key Partners and Stakeholders

The **Canada Infrastructure Bank** is responsible for \$35 Billion under the Investing in Canada Plan. It will be important to make an early connection with the organization, including its Chair, Janice Fukakusa.

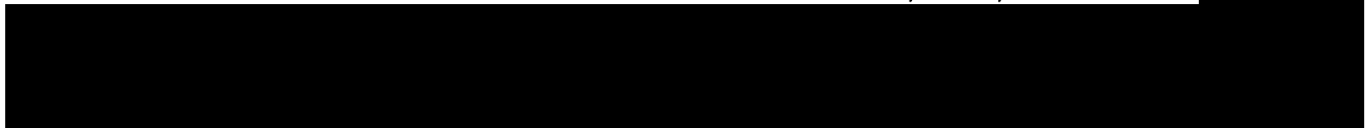
It would also be advantageous to make an early contact with the **Chair of the Windsor-Detroit Bridge Authority**, Mr. Dwight Duncan and the **Chair of the Jacques Cartier and Champlain Bridge Incorporated**, Mr Paul Kefalas.



Participate in Site Visits and Stakeholder Events

It is recommended that you visit the construction site of **Champlain Bridge** in Montreal. You may also wish to visit the site of the future Gordie Howe International Bridge in Windsor and Detroit.

There are a limited number of stakeholder events over the summer that you may wish to attend.



A list of Key Stakeholder

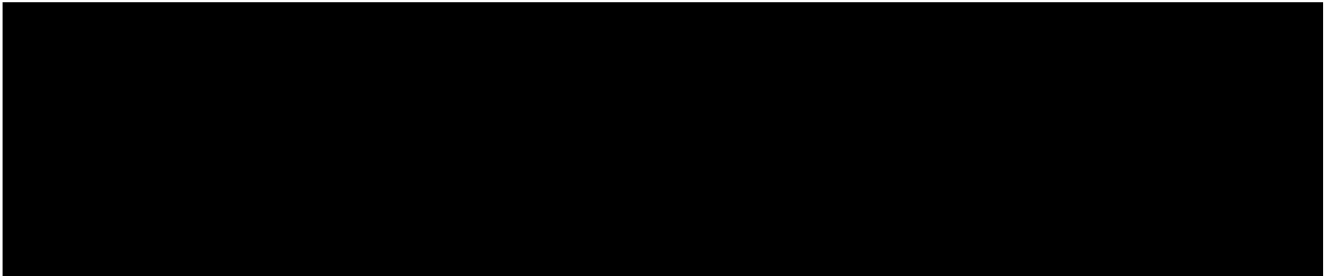
Events has been included for your consideration.

In the coming days, departmental communications will provide you with a list of upcoming and potential announcements on Infrastructure Canada investments. Should you wish, the department can work with you to schedule events and announcements according to your calendar and geographic preferences.

Contact Ministers responsible for the Investing in Canada Plan

You are the lead in reporting on the Investing in Canada Plan in collaboration with your Ministerial colleagues from the other 13 implicated departments. You may wish to communicate with these colleagues to solicit their support in communicating the Government's objectives and achievements under the Plan.

The partner departments are: Canada Mortgage and Housing Corporation (CMHC), Canadian Heritage (PCH), Crown-Indigenous Relations and Northern Affairs Canada (CIRNA), Employment and Social Development Canada (ESDC), Environment and Climate Change Canada (ECCC), Health Canada (HC), Indigenous Services Canada (ISC), Innovation, Science and Economic Development Canada (ISED), Public Health Agency of Canada (PHAC), Public Safety Canada (PS), Natural Resources Canada (NRCan), Transport Canada (TC) and Regional Development Agencies (RDAs).





Investing in Canada Infrastructure Program: IBAs at a Glance

OVERVIEW

- The Government of Canada's *Investing in Canada* plan is providing more than \$180 billion over 12 years. The priority is to promote infrastructure that will create good, well-paying jobs that can help the middle class grow and prosper. Key areas for investment include public transit, green and social infrastructure, transportation infrastructure that supports trade, and infrastructure in rural and northern communities.
- The \$33-billion Investing in Canada Infrastructure Program (ICIP) is a key element of the plan. ICIP will be delivered through Integrated Bilateral Agreements (IBAs) with each province and territory. ICIP has been designed to help the provinces and territories invest in public transit infrastructure, social infrastructure, green infrastructure, and infrastructure which meets the unique needs of rural and northern communities.
- To date, ten of the thirteen jurisdictions have signed Integrated Bilateral Agreements with Canada. Negotiations with Newfoundland, Prince Edward Island, and Saskatchewan are on-going.
- Several jurisdictions with signed Integrated Bilateral Agreements have submitted projects to Infrastructure Canada (INFC) for funding approval. We expect that the other jurisdictions will start submitting projects in the next few months.

BACKGROUND

- The \$33-billion Investing in Canada Infrastructure Program (ICIP) includes four funding streams:
 - \$20.1 billion for public transit;
 - \$9.2 billion for green infrastructure;
 - \$1.3 billion for community, culture and recreation infrastructure; and
 - \$2.4 billion for wide-ranging infrastructure needs in rural and northern communities.
- The green infrastructure stream includes three sub-streams:
 - Climate Change Mitigation;
 - Adaptation, Resilience and Disaster Mitigation; and
 - Environmental Quality.
- As well, the \$400 million Arctic Energy Fund, will be delivered under the rural and northern communities infrastructure stream.
- Under the Integrated Bilateral Agreements, proposed projects must first be prioritized by a province or territory before they are submitted to Infrastructure Canada for funding consideration.



Disaster Mitigation and Adaptation Fund

OVERVIEW

- Communities now more than ever need to adapt to climate change impacts, extreme weather events and natural disasters.
- The \$2-billion Disaster Mitigation and Adaptation Fund (DMAF) is designed to help communities adapt to a changing climate while mitigating the impacts of future disasters.
- DMAF will help strengthen the resiliency of Canadian communities through investments in large-scale infrastructure projects to help better withstand current and future risks such as floods, wildfires, and droughts and ensure continuity of service.
- We have worked closely with our provincial and territorial partners, as well as National Indigenous Organizations and other organizations such as the Federation of Canadian Municipalities to develop the DMAF and ensure it responds to their needs.
- We launched the program and expression of interest process on May 17. Expressions of interest are due on July 31, 2018. We look forward to working with applicants to inform them of the program.

BACKGROUND

- Communities in Canada are experiencing significant weather-related or natural disaster events which can result in risks to health and safety, interruptions in essential services, disruptions in economic activity, and high costs for recovery and replacement. Investing in smart, resilient infrastructure solutions is paramount.
- The DMAF is a national competitive, merit-based program which is open to municipal, provincial and territorial governments, to Indigenous communities, and to public and private sector organizations.
- The DMAF is a national funding envelope with no provincial or territorial allocations. Eligible projects will primarily be identified through a competitive, application-based selection process. Projects will be assessed and selected based on merit.
- Examples of potential projects under DMAF include:
 - Seismic upgrades to bridges or buildings that are intended for public use and benefit.
 - Upgrade to dikes and/or dams in response to flooding.
 - Upgrades to vulnerable infrastructure in response to coastal erosion.

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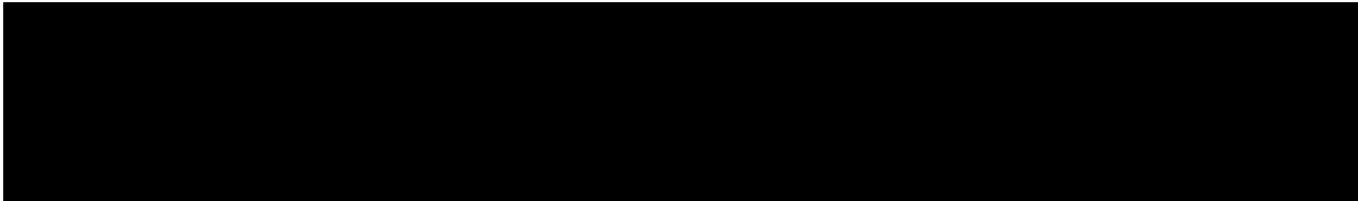
Canada Infrastructure Bank

OVERVIEW

- There has been significant progress over the past few months. The Bank is now operational with the appropriate authorities and has opened its office in Toronto.
- The Board of Directors were announced in November. They recently announced the Chief Financial Officer and they continue to build up their capacity. The new CEO of the Bank, Pierre Lavallée, was announced in late May.
- The Bank is open to proposals and engaging with stakeholders on potential investments that will harness the capacity of the private sector to make efficient use of financial resources while delivering the services Canadians need.

BACKGROUND

- The Government has established the new Canada Infrastructure Bank (CIB) as an arm's-length organization that will work with provincial, territorial, municipal, Indigenous, and private sector investment partners to build new infrastructure in communities across Canada.
- The Canada Infrastructure Bank was formally incorporated through the Royal Assent of its founding legislation on June 22, 2017.
- Janice Fukakusa was appointed as inaugural Chairperson of the CIB in July 2017, with the Board of Directors announced in November 2017.
- Pierre Lavallée was appointed President and Chief Executive Officer in 2018 and is responsible for strategic business leadership and overall performance of the organization. As the inaugural CEO, his role includes establishing strategy, policies and procedures; building a highly skilled and motivated team of professionals; and developing partnerships with investors and public-sector proponents to support innovative infrastructure transactions.
- There have been questions raised related to the cost of recruiting the directors and CEO for the CIB. The Government of Canada sought support from executive search firms through competitive procurement processes. The Government is committed to full transparency. All contracts over \$10,000 are reported quarterly.

- 
- Under the *Canada Infrastructure Bank Act*, the Minister of Finance is authorized to pay the CIB up to \$35 billion. Estimated payments against such statutory appropriations are typically included in Supplementary Estimates C, and therefore, we expect the CIB's budgeted



\$19.0 million to appear there. The CIB is not expected to raise its own funding and the cash will be raised by the Government of Canada through the normal debt management program and cash management. The CIB will thus have low operating costs without a large treasury management function.

- The CIB's Statement of Priorities and Accountabilities (SPA) letter was posted to the Infrastructure Canada and Canada Infrastructure Bank websites on April 13, 2018, which provides further guidance to the Board and Chair.
- The Government of Canada has established broad priorities and guidelines including three priority infrastructure areas: public transit, trade and transportation; and green infrastructure and has indicated that the CIB should be prepared to review projects such as the Réseau express métropolitain (REM) in Montreal.

Relationship to Government and Public Interest

- The Government is responsible for setting the overall policy direction and high-level investment priorities. Though arm's length, the CIB will be responsive and accountable to the government and Parliament. The CIB will submit an annual corporate plan for approval by the Governor in Council, which will be tabled in Parliament as well as an annual report in Parliament. The auditor general as well as a private auditor will also audit the CIB.
- The CIB and its Board of Directors will ultimately approve projects and investments. Prior to the CIB advancing a project for structuring, financing and investment, the CIB will include potential projects through the corporate plan process.
- The corporate plan is a key accountabilities instrument to ensure that its activities align with government priorities and are in the public interest, and that they fit within its financial and capital plans. The plan is also the mechanism by which the CIB obtains its authority to investment in potential projects.
- As set out in the legislation, the Bank's investments must be in projects that are in the "public interest". In practice, this means that the projects must be aligned with federal policy objectives, as well as those of the relevant jurisdiction.

- Projects must also be "bankable", meaning that they attract private sector capital, maximize the impact of federal investment, and appropriately transfer revenue risk to the private sector.
- The Government will provide the CIB with \$35 billion to be invest in projects to attract private capital, with a maximum of \$15 billion to be expensed as federal support over the time frame.

Specific Investments



- Over the next year, the CIB will look at developing a national project pipeline. The purpose of this pipeline will be to catalyze the market by including projects at various stages of development, including projects the CIB might view as potential investments.
- The Caisse de dépôt et placement du Québec has identified the REM project as an opportunity for independent analysis and consideration by the CIB and has submitted a proposal.



Waterfront Toronto and its Partnership with Sidewalk Toronto

OVERVIEW

- The Government of Canada, the Province of Ontario, and the City of Toronto, are working in close collaboration on the Toronto Waterfront Revitalization Initiative.
- Canada has contributed \$500 million for Phase 1 of the Initiative, which is investing in green and public spaces, urban infrastructure, and recreational facilities.
- With Phase 1 completed, Canada has announced an additional commitment of up to \$416 million, which will provide critical flood protection to Toronto's Port Lands.
 - This work will increase the resiliency of nearby communities and their capacity to adapt to the impacts of climate change.
- Waterfront Toronto has also selected Sidewalk Labs as its "innovation and funding partner" to create a new neighbourhood called Quayside, making it a thriving hub for innovation and a community for tens of thousands of people to live, work, and play.
 - Sidewalk has committed \$50 million to an initial phase of work, consisting of community engagement, joint planning and project testing.
- We continue to work with the Province of Ontario, the City of Toronto, and Waterfront Toronto in moving forward with the Toronto Waterfront Revitalization Initiative.

Responsive – if asked about questions around Sidewalk Toronto (e.g. data, privacy)

- Waterfront Toronto is in the early stages of its partnership with Sidewalk Toronto, and will be engaging further with residents.
- It has recently formed a Digital Strategy Advisory Panel to provide guidance on how best to incorporate data privacy, digital systems, and the safe and ethical use of new technologies in the next phase of waterfront revitalization. We will be monitoring the process as it unfolds.

BACKGROUND

- Created under provincial statute, Waterfront Toronto is a not-for-profit entity mandated to lead and implement the Toronto Waterfront Revitalization Initiative.
- The organization was initially set up in 2000 with a commitment of \$500 million from the Government of Canada, Ontario and Toronto. This initial allocation supported a series of investments to transform the Toronto waterfront, create sustainable new communities and foster economic growth.
- Canada's \$500 million contribution was exhausted in 2012-13, [REDACTED]



- Federal funding was allocated primarily towards the planning, design, and construction of parks and other green and public spaces.
- The Government of Canada continues to play a role in Waterfront Toronto by: appointing up to four members to the WT Board of Directors; participating in the Intergovernmental Steering Committee, and maintaining a visible public role.

Port Lands Flood Protection and Enabling Infrastructure Project:

- The major initiative of Waterfront Toronto is the Port Lands Flood Protection and Enabling Infrastructure Project, which will flood-protect the Toronto Port Lands and lay the ground work for future development at the mouth of the Don River.
- In June 2017, Canada, Ontario, and Toronto announced a commitment to fund \$416.6 million each towards the Port Lands project, for a total of \$1.25 billion. A tri-partite contribution agreement had been signed by all parties and came into effect.

Quayside:

- On October 16, 2017, the Waterfront Toronto Board of Directors endorsed the selection of Sidewalk Labs, an Alphabet-owned company, as the innovation and funding partner for the Quayside project. The Prime Minister joined Premier Wynne and Mayor Tory at the announcement.
- The Quayside project will create a new community that will serve as the pilot project to test the vision and desired outcomes for the eastern waterfront.
- This announcement initiated process of negotiation and public engagement to develop a business plan for an innovative and sustainable smart city project. A Framework Agreement was reached between Waterfront and Sidewalk, which sets out the basic terms and principles upon which the parties agree to move forward.
- Some stakeholders have flagged concerns around the collection, custodianship and use of data gathered on the public as part of this initiative. Waterfront Toronto has struck a Digital Advisory Strategy Panel, which features some prominent figures in the areas of data, intellectual property, privacy and infrastructure, to provide it with advice as it negotiates with Sidewalk Toronto.
- INFC is a member of the Quayside Executive Steering Committee which oversees implementation of the Quayside project. INFC provides no funding for this project, nor do we exert any direct oversight on it.

Smart Cities Challenge

OVERVIEW

- The first competition of INFC's Smart Cities Challenge closed on April 24, 2018 and received 130 eligible applications representing more than 200 communities across Canada.
- Of these communities approximately 25 were from Indigenous communities either alone or in partnership with other Indigenous or non-Indigenous communities.
- Communities answered the Challenge with creative and ambitious Challenge Statements in areas such as children and youth, reconciliation, protection of Indigenous language and culture, a sense of belonging and inclusion, food security, and affordable housing – just to name a few.
- The Jury concluded their evaluation of the applications in late May 2018 and helped select 20 of those applications to move on to the Finalist stage of the competition. Finalists were announced at the Federation of Canadian Municipalities Annual Conference in early June 2018.
- Each finalist will receive \$250,000 to help them develop their final proposal. Final proposals will be due in early 2019. Winners will be announced in late Spring 2019.

BACKGROUND

Smart Cities Challenge:

The Smart Cities Challenge is a pan-Canadian competition open to communities of all sizes, including municipalities, regional governments and Indigenous communities (First Nations, Métis and Inuit). The Challenge encourages communities to adopt a smart cities approach to improve the lives of their residents through innovation, data and connected technology.

- **One prize of up to \$50 million open to all communities, regardless of population;**
- **Two prizes of up to \$10 million open to all communities with populations under 500,000 people; and**
- **One prize of up to \$5 million open to all communities with populations under 30,000 people.**

Indigenous-specific component of the Challenge:

INFC Canada has teamed up with Indigenous Services Canada (ISC) to combine the Indigenous-specific component of the Smart Cities Challenge with ISC's forthcoming Indigenous Homes Innovation Challenge. Through this partnership, a greater diversity of prizes will be available than would have been possible with two separate challenges. The Indigenous Homes Innovation Challenge is planned for soft launch in the coming weeks prior to a late fall 2018 launch. Indigenous communities were also eligible to compete for all the prizes in the current competition.



Smart Cities Challenge Finalists

The finalists are:

- \$5 million prize category:
 - Biigtigong Nishnaabeg (Pic River First Nation), Ontario
 - Cree Nation of Eastmain, Quebec
 - Town of Bridgewater, Nova Scotia
 - Mohawk Council of Akwesasne, Quebec
 - City of Yellowknife, Northwest Territories
- \$10 million prize category:
 - Town of The Pas, Opaskwayak Cree Nation, Rural Munic.of Kelsey, Manitoba
 - City of Côte Saint-Luc, Quebec
 - Nunavut Communities, Nunavut
 - Saint Mary's First Nation and City of Fredericton, New Brunswick
 - Parkland, Brazeau, Lac Ste Anne, and Yellowhead Counties, Alberta
 - City of Airdrie and Area, Alberta
 - City of Richmond, British Columbia
 - City of Guelph and Wellington County, Ontario
 - City of Saskatoon, Saskatchewan
 - Greater Victoria, British Columbia
- \$50 million prize category:
 - Region of Waterloo, Ontario
 - Québec City, Quebec
 - City of Edmonton, Alberta
 - City of Surrey and City of Vancouver, British Columbia
 - Montréal, Quebec



New Champlain Bridge Corridor Project – General Update

OVERVIEW

- The New Champlain Bridge Corridor Project will support economic growth by improving network connectivity and ensuring the continuous and safe flow of people and goods.
- Construction is well advanced. As of the end of March 2018, the new Champlain Bridge was 70% complete and there has been significant progress on the remainder of the corridor.
- However, the schedule for the new Champlain Bridge project has been put under pressure, due notably to: challenges related to the transportation of oversized pieces; the summer 2017 strikes that affected the Quebec construction sector; and the summer 2018 crane operator strike.
- Additional measures, such as extra workers and shifts, have been put in place by the Signature on the Saint Lawrence Group (SSL), the Private Partner.
- On April 13 we announced an agreement with the Private Partner.
- This agreement in the amount of \$235M covers the additional measures put in place by the Private Partner to meet the new deadline of December 21, 2018, settles all claims regarding transportation issue and puts an end to the legal action taken in Superior Court by the Private Partner.

[REDACTED] We continue to work closely with the Jacques Cartier and Champlain Bridges Incorporated, the operator of the existing Champlain Bridge, to ensure that the existing bridge remains safe until the new bridge opens.

BACKGROUND

- The Champlain Bridge is one of the busiest bridges in the country and carries \$20 billion in international trade per year, 11 million public transit users and 40 - 50 million vehicles per year.
- Due to the high volume of trucks and use of de-icing salt over the years, the Champlain Bridge deteriorated permanently and needs to be replaced.
- In October 2011, the Government of Canada announced the replacement of the Champlain Bridge. In December 2013, the Government of Canada approved for the project to proceed as a public-private partnership.
- In April 2015, following a rigorous, open, fair and transparent procurement process, Signature on the Saint-Laurent Group (SSL) was retained as the preferred proponent, having submitted the lowest cost, technically and financially compliant proposal, therefore offering the best value for taxpayers.
- On June 19, 2015, a comprehensive Project Agreement between the Government of Canada and SSL came into effect. This agreement covers the design, construction, financing, operation, maintenance and rehabilitation of the Project over a 34-year period (2015- 2049) at a cost of \$3.977 B.



- The New Champlain Bridge will have three corridors: two for vehicular traffic and a central corridor dedicated exclusively to public transit.



- A project update and site visit with media was held on April 13, 2018 during which Infrastructure Canada announced an agreement with SSL allowing for the recovery, at a fair cost, of construction delays and settling all existing claims related to transportation and labour issues.



- The Auditor General of Canada undertook a performance audit that examined whether INFC has effectively managed the project to meet its objective of delivering a durable and cost-effective bridge on time and on budget. The 2018 Spring Report found that there were delays in decision making that added to the overall costs of the bridge, and that the decision to proceed with a public-private partnership was based on incomplete information and analyses. An action plan has been developed to address the recommendations contained in the report.

Safety of the Existing Champlain Bridge

KEY MESSAGES

- All federal structures in JCCBI's network, including the existing Champlain Bridge, are safe.
- JCCBI has been allocated sufficient funding for the repair, maintenance and operation of federal structures under its responsibility.
- JCCBI spends approximately \$100M a year on the Champlain Bridge to ensure its safety.
- Completed and ongoing repairs continue to ensure the safety of JCCBI's network of structures. This includes additional repairs to the Champlain Bridge to ensure it remains fully operational until the New Champlain Bridge is in service.

BACKGROUND

The Jacques Cartier and Champlain Bridges Inc (JCCBI), a Crown Corporation, owns and operates the existing Champlain Bridge, the Jacques Cartier Bridge, the federal portion of the Honoré Mercier Bridge and other connecting infrastructure in Montreal.

JCCBI was allocated a total of \$2.1 billion since 2006 for the repair, maintenance and operation of all of its structures. Budgets 2006 through 2013 provided \$806 million; Budget 2014 provided \$960.7 million, and an additional \$389 million was provided in 2014 for urgent repairs to the Champlain Bridge.

In addition, JCCBI recently undertook a study to determine what work would be required in case of delays on the New Champlain Bridge. Some of this work, including work on pier caps and interior girders has already begun. JCCBI has estimated that work to extend the life of the existing Champlain Bridge until June 2019 will cost \$63M, \$10M of which is expected to be spent from January to June 2019 should it be required.

FUNDING

JCCBI received \$616M through Budget 2018 to cover work on all structures, including the Champlain Bridge, from 2018-2019 to 2022-2023.



Deconstruction of the existing Champlain Bridge

OVERVIEW

- The existing Champlain Bridge is reaching the end of its service life and will need to be deconstructed once the New Champlain Bridge is in service.
- The Jacques Cartier and Champlain Bridges Inc (JCCB) is continuing ongoing repairs to the Champlain Bridge to ensure it remains in safe operating condition until the New Champlain Bridge is in service.

BACKGROUND

The Jacques Cartier and Champlain Bridges Inc (JCCBI) undertook a study to explore options for the deconstruction of the Champlain Bridge. The study examined the deconstruction methods, materials transportation, materials reuse, and asset enhancement with a focus on sustainable development principles. The study estimated that deconstruction would take 4 years at a cost of 432M\$ including preliminary work.

Deconstruction is expected to occur shortly after the new Champlain Bridge is in service as the existing bridge will continue to incur maintenance costs. There were suggestions from the public that the existing Champlain Bridge remain open as a bike path or a park. However, JCCBI has indicated that the Champlain Bridge can't remain open for safety and environmental reasons.

Deconstruction was excluded from the New Champlain Bridge Corridor project contract given that the deconstruction of the existing Champlain Bridge requires a different skill set. In addition, the estimated cost of the deconstruction contract would be more reliable at a future date, due to the price fluctuation of recycled materials such as steel and the unknown quantity of steel on the bridge in 2018, given the ongoing interventions to ensure users safety.

JCCBI recently entered into a contract with an owner's engineer to advance preparatory work related to the deconstruction project including undertaking an environmental assessment.



Status of Gordie Howe International Bridge

BACKGROUND

Is the Government of Canada still committed to the Gordie Howe International Bridge?

Yes. The Government of Canada is moving forward expeditiously with the Gordie Howe International Bridge project. Significant preparatory work has already been undertaken on the project on both sides of the border and construction on the bridge itself is scheduled to begin in 2018. Infrastructure Canada is working closely with the Windsor Detroit Bridge Authority and stands by the commitment to build this new bridge.

Why is the Gordie Howe International Bridge being built and what is its status?

The Gordie Howe International Bridge will make it faster, simpler and safer for both people to travel and goods to flow between Canada and the United States, enhancing trade and tourism.

The new crossing will be built to ensure better connectivity with existing highway networks on both sides of the border and will have enhanced border infrastructure to help move goods and travelers quickly and efficiently while ensuring safety and security.

Significant progress is being made on the project. An early works ground-breaking ceremony with the U.S. Ambassador, the Governor of Michigan, and Minister Sohi in attendance occurred on July 17, approximately a week after the preferred proponent for the bridge – Bridging North America – was announced publicly.

How much will the Gordie Howe International bridge cost?

To protect the best interests of taxpayers, it is not appropriate to discuss cost estimates for the entire scope of the contract during the procurement phase. Doing so could jeopardize the competitive process and the ability to obtain the most favourable proposals from the Proponents.

The cost of the project will be made public when the procurement process is complete and financial close has been realized later this summer.

Does a new Ambassador Bridge mean the Gordie Howe International Bridge project is obsolete?

No, the Government is moving forward expeditiously with the Gordie Howe International Bridge project.

The Government has always anticipated that there would be two bridges. Having both the Gordie Howe International Bridge and a fully functioning Ambassador Bridge is needed to enhance capacity, redundancy and reliability at Canada's busiest surface commercial crossing at Windsor-Detroit.



It is necessary to provide a safe, additional crossing option along the busiest trade corridor between Canada and the United States with improved border processing and highway-to-highway international connectivity.

The new Gordie Howe International Bridge project addresses future needs and will provide six lanes (three in each direction) to meet the anticipated growth in traffic over the years to come.

What will the impact of the ongoing NAFTA negotiations have on the Gordie Howe International Bridge project?

Canada is committed to an outcome that modernizes NAFTA and improves North American competitiveness.

Our priority remains making a good agreement even better, and making improvements that help create jobs and opportunities for middle class families in all three of our countries. We will continue to work for a good deal.

We are confident that the relationship with our largest trading partner will remain strong and the Gordie Howe International Bridge will play a key role in supporting the quick and efficient flow of goods at Canada's busiest surface commercial crossing at Windsor-Detroit.



Réseau express métropolitain (REM)

OVERVIEW

- On June 15, 2017, the Government of Canada announced \$1.283 billion to support the Réseau express métropolitain (REM) light rail network in Montréal, subject to necessary due diligence.
- The announcement indicated that the federal investment would be from the long-term Investing in Canada infrastructure plan.

BACKGROUND

More than 34,000 direct and indirect jobs are expected to be created during the project's construction, and more than 1,000 permanent jobs would be created upon completion.

On February 8, 2018, CDPQ Infra announced the selected consortia for the project's two main contracts, as well as an increase of \$300 million to the total project cost, which is now \$6.7 billion.

On March 28, 2017, the Government of Québec announced its support for the project with a \$1.283 billion commitment.

On June 15, 2017, the Prime Minister announced a federal commitment of up to \$1.283 billion in support of the REM project.

CDPQ has submitted a REM proposal for a potential investment from the CIB.



Should the CIB decide to move forward with an investment in the REM project, the ICIP allocation would remain with Quebec and be available for funding other projects prioritized by the Government of Quebec.



Investing in Canada Program: Overview

OVERVIEW

New INFC funding under the Investing in Canada Plan includes investments made in Budget 2016 and Budget 2017 and therefore is divided into Phase 1 and Phase 2.

Phase 1 focuses on short-term investments targeted in areas such as public transit, water and wastewater systems, and protecting existing infrastructure from the effects of climate change (resiliency). The majority of the funding is managed through agreements that INFC signed with province and territories.

Phase 2 focuses investment in small and large projects that will help build our economy for the future. The **Investing in Canada Infrastructure Program (\$33.1B)**, the Canada Infrastructure Bank (**\$15B**), the Disaster Mitigation and Adaptation Fund (**\$2B**) and the Smart Cities Challenge (**\$300M**).

The **Investing in Canada Infrastructure Program (ICIP)** is the centrepiece of Infrastructure Canada's funding initiatives supporting the broader *Investing in Canada Plan*

BACKGROUND

Announced in Budget 2017, the **\$33.1 billion** program provides long-term, stable funding for public infrastructure initiatives across Canada. This ten-year allocation-based program promotes strong collaboration between all levels of government by advancing outcomes in a manner that is flexible and responsive to unique local, provincial and territorial circumstances, and supporting local and regional decision-making in the realm of public infrastructure. The ICIP is managed through **Integrated Bilateral Agreements (IBAs)**. PTs, in consultation with municipalities and Indigenous communities, are responsible for identifying, prioritizing and submitting projects and flowing funds to eligible ultimate recipients.

The ICIP is divided into **four funding streams**: Public Transit (\$20.1 billion); Green Infrastructure (\$9.2 billion); Community, Culture and Recreation Infrastructure (\$1.3 billion); and Rural and Northern Infrastructure (\$2billion + \$400 million).

ICIP represents a shift from primarily asset-based investments to an **outcomes-based approach** for eligibility purposes. Project submissions need to directly align to at least one immediate outcome of the program. They must also meet additional program requirements, including stream-specific requirements and exclusions as well as horizontal federal requirements (e.g. Climate Lens, CEB). PTs, in consultation with municipalities and Indigenous communities, are provided with greater flexibility to submit infrastructure projects that meet their needs, while also contributing to federal objectives.

ICIP will be managed through IBAs between Canada and each province or territory, as the eligible recipient. Provinces and territories will be responsible for the administration of the program and may further distribute funds to ultimate recipients for eligible projects.



Provinces and territories may support their own eligible projects, and as such, will be bound to all the parameters under terms and conditions of the program.

Under ICIP, new program design elements are incorporated into the project assessment and selection process. **Climate lens** and **community employment benefits** are new horizontal requirements intended to advance federal objectives related to climate change and employment opportunities for under-represented groups in the labour market.

Budget 2016

- ❖ Public Transit Infrastructure Fund (**\$3.4B**)
- ❖ Clean Water and Wastewater Fund (**\$2B**)
- Municipalities for Climate Innovation Program (**\$75M**)
- Municipal Asset Management Program (**\$50M**)
- Codes, Guides and Specifications for Climate-Resilient Public Infrastructure (**\$40M**)
- Lake Manitoba/Lake St. Martin Outlet Channels (**\$247.5M**)
- North Shore Wastewater Treatment Plant (**\$212.3M**)

Budget 2017

- ❖ Investing in Canada Infrastructure Program (**\$33.1B**)
- Canada Infrastructure Bank (**\$15B**)
- Disaster Mitigation and Adaptation Fund (**\$2B**)
- Smart Cities Challenge (**\$300M**)

Investing in Canada Plan: Horizontal data and information collection

OVERVIEW

- As the lead department for the Investing in Canada plan (IICP) and the Government's infrastructure priority, Infrastructure Canada (INFC) is responsible for collecting and reporting on the progress of the IICP and the achievement of mandate letter commitments from its federal partners.
- Currently, this work is being done for three aspects of the reporting commitment: mandate letter commitment tracking; program implementation tracking; and project-level reporting.
- Following the release of the Investing in Canada Plan publication in April 2018, INFC is working towards publishing the first annual report on the Plan in the Spring of 2019.
- In March 2018, the Parliamentary Budget Officer (PBO) published a *Status Report on Phase 1 of the New Infrastructure Plan*. Since then INFC has worked collaboratively with the PBO to support their data and information needs for their reporting on infrastructure investments related to the IICP. The next PBO report on IICP infrastructure spending is anticipated to be published in September 2018.

BACKGROUND

1. Mandate letter commitment tracking

- PCO sets the update schedule for the mandate letter tracker, found on the Canada.ca/results website.
- As the lead for the Infrastructure priority, INFC works with other departments who share mandate letter commitments for updates.
- Input is aggregated by INFC and shared with the DM and MinO for approval.
- Submissions are provided to PCO at the beginning of each month, and PCO updates the website towards the end of each month.

2. Program implementation tracking

- Data is collected on a monthly basis from federal partner, due on the last Friday of the month (aligned with project-level requests).
- Federal partners are provided a template for completion with all of the required data elements. Upon receipt, INFC creates an excel database, does a QA of the data, and creates a summary of the implementation status.

3. Project-level reporting

- Data is collected on a monthly basis, due on the last Friday of each month. The map is updated within a week of receipt of departmental data submissions.



- The map includes Phase 1 projects, Phase 2 projects and certain INFC legacy program projects.

Frequency of Reporting

- Most departments report to INFC with monthly updates for both project-level data and implementation data.
 - Since launching the IICP reporting activities, Indigenous Services has indicated that they are not able to report more frequently than quarterly.
 - Employment and Social Development Canada has also requested to move to quarterly reporting.
 - INFC also makes project-specific data available on the Government's open data web site each week.

Annual report and web reporting

- INFC is exploring options for increasing web-based reporting, including the addition of web based monthly/quarterly reporting on implementation data as well as results reporting. INFC is also working towards publishing the first annual report on the Plan in the Spring of 2019.

Opportunities for improvement

- INFC is looking to streamline and improve reporting processes with an aim to coordinate the three streams of data collection and ensure consistent data and messaging is used across all reporting fora.
- In order to streamline and facilitate data collection, INFC will work with federal partners to explore options for automating this work to move away from using manual reporting mechanism such as the use of Excel spreadsheets.

Community Employment Benefits: Overview and Key Messages

Background

The Community Employment Benefits (CEB) initiative aims to collect information on training and job opportunities generated by infrastructure projects for targeted groups (apprentices, Indigenous peoples, youth, women, veterans, disabled persons, newcomers to Canada). It will also collect information on opportunities for small-to-medium sized enterprises, including social enterprises. This information will help the Government of Canada report to Canadians how federal investments in infrastructure are contributing to inclusive growth.

The CEB requirement will apply to all projects over 10M under the IBAs. Through negotiations some PTs (e.g. BC) may be allowed to apply this requirement only to project over 25M. All PTs will be required to set aggregate aspirational targets for each of the federal target groups through their PT Infrastructure Plans and report annually on the progress towards achieving these targets. PTs can identify projects pursuing CEBs with a high level description of their approach. By including aspirational targets in the plans, CEB considerations will be included from the project identification stage and progress against targets can be included in annual updates of the Infrastructure Plan.

CEB is also promoting social procurement, ensuring infrastructure projects consider contracting with small and medium enterprises as well as social enterprises (companies with a social value, such as catering companies that seek to employ people with disabilities).

Key Messages

- In partnership with PTs, the Government of Canada is investing in infrastructure projects in communities across the country.
- On major infrastructure projects, PTs will be encouraged to make a difference by promoting diversity with respect to employment and procurement opportunities.
- As this is a social innovation, PTs are provided flexibility to establish their own approach to providing Community Employment Benefits.
- Information on projects participating in the initiative will be reported publicly.

Climate Lens: Overview and Key Messages

Background

The Climate Lens requires that certain assessment information be submitted by project proponents at the time of application for federal funding.

This information includes assessments of (1) project-level greenhouse gas (GHG) emissions and (2) an asset's resilience to the impacts of climate change. The aim is to help ensure that these assessments happen at the planning stage of infrastructure projects and will therefore influence choices made by project planners.

The Climate Lens applies to the Investing in Canada Infrastructure Program (i.e., for projects funded under Integrated Bilateral Agreements with the provinces and territories). It will also apply to the Disaster Mitigation and Adaptation Fund and certain finalists under the Smart Cities Challenge.

For projects seeking funding under the Integrated Bilateral Agreements, a GHG mitigation assessment is required for all climate change mitigation projects under the Green Infrastructure stream, and a resilience assessment is required for all adaptation, resilience and disaster mitigation projects under the Green Infrastructure stream.

Both assessments are also required for any project under the IBAs that have a total eligible cost of \$10 million and above, unless an exemption is granted (e.g., for small communities with limited capacity or if a project is unlikely to involve opportunities to reduce GHG emissions nor likely to be at risk from climate change impacts).

Key Messages

- The Climate Lens is a new requirement introduced as part of the Infrastructure Canada bilateral agreements being signed under the *Investing in Canada* plan, and other federal infrastructure programs. The primary objective of the Climate Lens is to facilitate the consideration of climate change impacts during infrastructure project planning.
- The Climate Lens aligns with federal objectives outlined in the *Pan Canadian Framework on Clean Growth and Climate Change*. The requirements also respond positively to past audit recommendations on federal infrastructure programs.
- The Lens asks funding applicants to consider how proposed projects affect greenhouse gas emissions and/or how resilient an asset will be in the face of a changing climate.
- The results of climate lens assessments will provide meaningful insight into how projects contribute to environmental sustainability and stand up to the impacts of climate change. We will publicly report on the GHG emissions and resilience outcomes of projects assessed through the Climate Lens.
- Infrastructure Canada has worked closely with Environment and Climate Change Canada and other federal experts to develop appropriate guidance to support the completion of both assessments.



Provincial/Territorial Ministerial Counterparts

Contact for Infrastructure, NRP, SCF, Gas Tax Fund and Responsible for Local Government – July 2018

ATIA - 19(1)

Province	Infrastructure	National/ Regional Projects	Small Communities Fund	Gas Tax Fund	Local Government	Federal Montreal Bridges
Alberta	<p>The Honourable Sandra Jansen, M.L.A. Minister of Infrastructure Government of Alberta 127 Legislature Building 10800 – 97 Avenue Edmonton, Alberta T5K 2B6 Telephone: Fax: Email: infrastructure.minister@gov.ab.ca</p>		<p>The Honourable Shaye Anderson, M.L.A. Minister of Municipal Affairs Government of Alberta Room 132, Legislature Building 10800 – 97 Avenue Edmonton, Alberta T5K 2B6 Telephone: 780-427-3744 Fax: 780-422-9550 Email: minister.municipalaffairs@gov.ab.ca</p> <p>[REDACTED]</p> <p>Government of Alberta [REDACTED] Legislature Building 10800 – 97 Avenue Edmonton, Alberta T5K 2B6 Email : [REDACTED]@gov.ab.ca</p>			N/A
British Columbia	<p>The Honourable Claire Trevena, M.L.A. Minister of Transportation and Infrastructure Government of British Columbia Room 305, Parliament Buildings Victoria, British Columbia V8V 1X4 Telephone: 250-387-1978 Fax: 250-356-2290 Email: claire.trevena.MLA@leg.bc.ca</p>		<p>The Honourable Selina Robinson Minister of Municipal Affairs and Housing Government of British Columbia Room 310, Parliament Buildings Victoria, British Columbia V8V 1X4 Telephone: 250-387-2283 Fax: 250-387-4312 Email: selina.robinson.MLA@leg.bc.ca</p>			N/A
Manitoba	<p>The Honourable Ron Schuler Minister of Infrastructure Government of Manitoba Room 203, Legislative Building Winnipeg, Manitoba R3C 0V8 Telephone: 204-945-3723</p>	<p>The Honourable Jeff Wharton, M.L.A. Minister of Municipal Relations Government of Manitoba Room 317, Legislative Building 450 Broadway Winnipeg, Manitoba R3C 0V8</p>				N/A



Province	Infrastructure	National/ Regional Projects	Small Communities Fund	Gas Tax Fund	Local Government	Federal Montreal Bridges
	Fax: 204-945-7610 Email: minmi@leg.gov.mb.ca	Telephone: 204-945-5854 Fax: 204-948-4783 Email: minmr@leg.gov.mb.ca				
New Brunswick	The Honourable Bill Fraser Minister of Transportation and Infrastructure Minister responsible for the Regional Development Corporation Government of New Brunswick Kings Place P.O. Box 6000 Fredericton, New Brunswick E3B 5H1 Kings Place 440 King Street Fredericton, New Brunswick E3B 5H8 Telephone: 506-453-3939 Fax: 506-453-7987 Email: bill.fraser@gnb.ca		The Honourable Andrew Harvey- [REDACTED] Minister of Environment and Local Government Government of New Brunswick Constituency Office: Carleton-Victoria 117 Fort Road Perth-Andover, New Brunswick E7H 2B Canada Reception : (506) 273-4598 Email : Andrew.Harvey@gnb.ca			N/A
Newfoundland and Labrador	The Honourable Steve Crocker Minister of Transportation and Works Government of Newfoundland and Labrador 5th Floor, West Block, Confederation Building P.O. Box 8700 St. John's, Newfoundland and Labrador A1B 4J6 Telephone: 709-729-3679 Fax: 709-729-4285 Email: twminister@gov.nl.ca		The Honorable Andrew Parsons, M.L.A. Minister of Municipal Affairs and Environment Department of Municipal Affairs and Environment Government of Newfoundland and Labrador 4th Floor, East Block Confederation Building P.O. Box 8700 St. John's, Newfoundland and Labrador A1B 4J6 Tel: (709) 729-3046 Email: andrewparsons@gov.nl.ca			N/A
Nova Scotia	The Honourable Lloyd Hines Minister of Transportation and Infrastructure Renewal Government of Nova Scotia 2nd Floor, Johnston Building 1672 Granville Street P.O. Box 186	The Honourable Karen Lynn Casey Minister of Finance and Treasury Board	The Honourable Chuck Porter [REDACTED] Government of Nova Scotia Minister of Municipal Affairs Constituency office Civic address: 58 Gerrish Street			N/A



Province	Infrastructure	National/ Regional Projects	Small Communities Fund	Gas Tax Fund	Local Government	Federal Montreal Bridges
	Halifax, Nova Scotia B3J 2N2 Email: tpwpaff@novascotia.ca		P.O. Box 3873 Windsor, NS B0N 2T0 Phone: 902-798-5779 Fax: 902-798-4093 chuck@chuckporter.ca Business address Department of Municipal Affairs 14th Floor North, Maritime Centre 1505 Barrington Street P.O. Box 216 Halifax, NS B3J 3K5 Phone: (902) 424-5550 Fax: (902) 424-0581 dmamin@novascotia.ca			
Northwest Territories	The Honourable Wally Schumann Minister of Infrastructure Minister responsible for Industry, Tourism and Investment Government of the Northwest Territories P.O. Box 1320 Yellowknife, Northwest Territories X1A 2L9 Telephone: 867-767-9142, Ext. 11138 Fax: 867-873-0306 Email: wally_schumann@gov.nt.ca	The Honourable Alfred Moses Minister of Municipal and Community Affairs P.O. Box 1320; Yellowknife, NT; X1A 2L9 (867) 767-9141 ext.11120 Email: alfred_moses@gov.nt.ca	The Honourable Wally Schumann Minister of Infrastructure Minister responsible for Industry, Tourism and Investment			The Honourable Alfred Moses Minister of Municipal and Community Affairs N/A



Province	Infrastructure	National/ Regional Projects	Small Communities Fund	Gas Tax Fund	Local Government	Federal Montreal Bridges
Nunavut	The Honourable Lorne Kusugak Minister of Community and Government Services Government of Nunavut P.O. Box 887 Rankin Inlet, Nunavut X0C 0G0 Constituency Office: Telephone: 867-857-4485 Fax: 867-857-4486 Email: Lkusugak@gov.nu.ca	The Honourable Elisapee Sheutiapik Minister of Economic Development and Transportation Honourable David Akeeagok, Deputy Premier Minister of Economic Development and Transportation P.O. Box 24 Arctic Bay, NU X0A 0A0 Phone: (867) 439-8050 Fax: (867) 439-8051 Email: davidakeeagok@quttiktuqmla.ca				N/A
Ontario	The Honourable Monte McNaughton, M.P.P. Minister of Infrastructure Government of Ontario 900 Bay Street, 8th Floor Toronto, Ontario M7A 2E1 Email: monte.mcnaughton@ontario.ca			The Honourable Bill Mauro (TBC) Minister of Municipal Affairs		N/A
Prince Edward Island	The Honourable Paula J. Biggar Minister of Transportation, Infrastructure and Energy Government of Prince Edward Island 3rd Floor Floor, Jones Building, 11 Kent Street P.O. Box 2000 Charlottetown, Prince Edward Island C1A 7N8 Telephone: 902-368-5120 Fax: 902-368-5385 Email: pjbiggar@gov.pe.ca				The Honourable H. Wade MacLauchlan , Premier, Minister of Intergovernmental Affairs The Honourable Allen F. Roach Minister of Finance	N/A

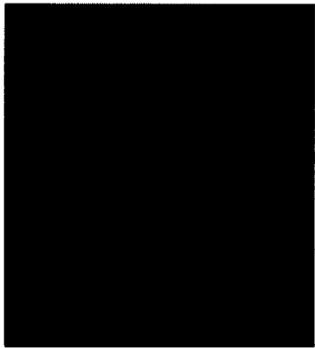
Province	Infrastructure	National/ Regional Projects	Small Communities Fund	Gas Tax Fund	Local Government	Federal Montreal Bridges
Québec	<p>Mr. Carlos J. Leitão Minister of Finance Ministre responsable de l'Administration gouvernementale et de la Révision permanente des programmes et président du Conseil du trésor Gouvernement du Québec 12, rue Saint-Louis, 1er étage Québec (Québec) G1R 5L3 Téléphone : 418-643-5270 Télécopieur : 418-646-1574 Courriel : ministre@finances.gouv.qc.ca</p> <p>Pierre Arcand Minister responsible for Government Administration and Ongoing Program Review / Chair of the Conseil du trésor</p>	<p>Mr. Carlos J. Leitão Minister of Finance</p> <p>Monsieur Denys Jean Secrétaire du Conseil du trésor du Québec 875, Grande Allée Est 4e étage, secteur 100 Québec (Québec) G1R 5R8 Courriel : [REDACTED]</p> <p>Monsieur Luc Monty Sous-ministre Ministère des Finances du Québec 12, rue Saint-Louis, [REDACTED] Québec (Québec) G1R 5L3 Courriel : [REDACTED]</p>			<p>Mr. Martin Coiteux Minister of Municipal Affairs and Land Occupancy</p>	<p>Mr. Martin Coiteux Minister responsible for the Montréal region André Fortin Minister of Transport, Sustainable Mobility and Transport Electrification</p>
Saskatchewan	<p>The Honourable David Marit Minister of Highways and Infrastructure Ministre responsable for SaskBuilds Government of Saskatchewan Room 322, Legislative Building 2405 Legislative Drive Regina, Saskatchewan S4S 0B3 Telephone: 306-787-6447 Fax: 306-787-1736 Email: hi.minister@gov.sk.ca</p>	<p>The Honourable Warren Kaeding Minister of Government Relations Minister responsible for First Nations, Metis and Northern Affairs Government of Saskatchewan Room 30, 2405 Legislative Drive Regina, Saskatchewan S4S 0B3 Email: Minister.gr@gov.sk.ca</p> <p>The Honourable Joe Hargrave Minister of Crown Investments Corporation Minister responsible for Saskatchewan Government Insurance Minister responsible for Saskatchewan Transportation Company</p>				N/A



Province	Infrastructure	National/ Regional Projects	Small Communities Fund	Gas Tax Fund	Local Government	Federal Montreal Bridges
Yukon	The Honourable John Streicker Minister of Community Services Government of Yukon Box 2703 Whitehorse, Yukon Y1A 2C6 Telephone: 867-393-7427 Fax: 867-393-7135 Email: john.streicker@gov.yk.ca	The Honourable Richard Mostyn Minister of Highways and Public Works Government of Yukon Box 2703 Whitehorse, Yukon Y1A 2C6 Telephone: 867-667-8643 Fax: 867-393-7400 Email: richard.mostyn@gov.yk.ca				N/A

Alberta

Sandra Jansen – Minister of Infrastructure



Sandra Jansen was sworn in as the Minister of Infrastructure on October 17, 2017.

She was elected to her second term as the Member of the Legislative Assembly for Calgary-North West on May 5, 2015.

[REDACTED] She was a journalist for 23 years, including 10 years as a national news anchor for CTV News Channel in Toronto.

She has a diploma in broadcasting from the Southern Alberta Institute of Technology and a master's degree in professional communications from Royal Roads University. She also studied French at McGill University.

Ms. Jansen is a dedicated volunteer and has devoted her free time to support numerous Calgary charities as a spokesperson and volunteer for the United Way, Calgary Health Trust and the Ronald McDonald House, as well as being a board member for the Calgary's Girl School.

Shaye Anderson – Minister of Municipal Affairs



Shaye Anderson was elected to the Legislative Assembly of Alberta as the member for the constituency of Leduc-Beaumont on May 5, 2015. He was appointed minister of Municipal Affairs on January 19, 2017.



The Malaspina University-College grad has a diploma in physical education and also attended the University of Victoria for the Bachelor of Education program.

Prior to being elected, he worked with Telus as a telecommunications technician, installing and repairing residential and business services in the County of Leduc.

British Columbia

Claire Trevena – Minister of Transportation and Infrastructure

Ms. Trevena is a former journalist, activist and international development worker. First elected in 2005, Ms. Trevena has represented the North Island riding since that time.



In the early 1990s, Ms. Trevena came to Canada as the BBC's Canada correspondent. Awarded the Canadian Civilian Peacekeeping Medal, she's worked on democratic development projects overseas and in Canada.

Ms. Trevena was an active trade unionist in her professional life. Since moving to B.C., she has been involved in a number of community and environmental initiatives. She was elected to the board of the Quadra Community Association and held a seat on the Regional District of Comox

Strathcona Regional Area J Advisory Planning Committee.

Prior to the 2005 election, Ms. Trevena ran a small communications business on Quadra Island with her husband, Mike McIvor.

Selina Robinson – Minister of Municipal Affairs and Housing



Born and raised in the suburbs of Montreal, Ms. Robinson was first elected to the provincial legislature in 2013, and again in 2017. She has been actively engaged in the Coquitlam community since moving there nearly 20 years ago.

As a former city councillor, Ms. Robinson advocated for the rights of taxpayers, fought to protect the health of children and families by introducing a local ban on cosmetic pesticides, and worked to improve access for people with disabilities as chair of the Coquitlam Universal Access-Ability Advisory Committee.

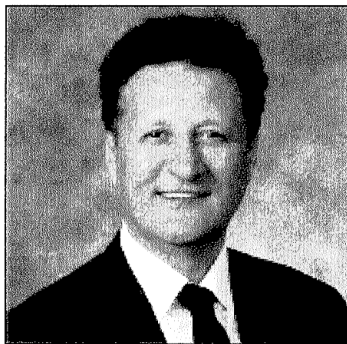
Prior to being elected, Ms. Robinson had a home-based family therapy practice, was the director of development for SHARE Family and Community Services and was a counselling Instructor and program developer at the University of British Columbia's Life and Learning Centre and Vancouver Community College.



Ms. Robinson lives with her husband Dan in the Ranch Park neighbourhood of Coquitlam-Maillardville, where they raised their now adult children, Aaron and Leya.

Manitoba

Ron Schuler – Minister of Infrastructure



Ron Schuler was elected as the MLA for St. Paul in 1999 and re-elected in 2003, 2007, 2011 and 2016. Since 2016, Mr. Schuler served as minister of Crown services. He was appointed as Minister of Infrastructure on August 17, 2017.

Mr. Schuler is a graduate of the University of Manitoba with a degree in international relations and has served as a trustee with the River East School Division. An entrepreneur, former small-business owner and community volunteer, he has devoted his time to organizations like Big Brothers, Citizens on Patrol, Max Reinhardt Theatre Canada and the Manitoba Inter-cultural Council.

He has three children and lives in St. Paul.

Jeff Wharton – Minister of Municipal Relations



Jeff Wharton was elected as the MLA for Gimli in 2016. He was appointed as Minister of Municipal Relations on August 17, 2017.

Mr. Wharton is an experienced municipal politician, having been elected as a councillor for the Town of Winnipeg Beach and serving two years as deputy mayor.

He and his wife, Mickey, purchased Globe Moving and Storage Ltd., and successfully grew the business for over 20 years before selling it in 2010. Mr. Wharton continued operating a consulting firm, using his entrepreneurial skills to help others grow their organizations. He has served as president and vice-president of the Lakeside Lions Club, a director on the Evergreen Basic Needs Board, and a director on the Gimli Seniors Residence Board.

The Whartons have two daughters and three grandchildren.

Ministers

New Brunswick

Bill Fraser – Minister of Transportation and Infrastructure
Minister responsible for the Regional Development Corporation
Minister responsible for the Northern and Miramichi Funds
Minister responsible for Intergovernmental Affairs

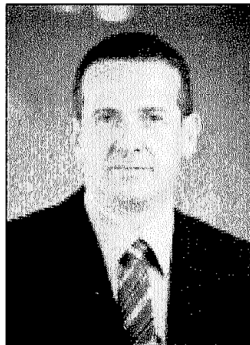


Bill Fraser was re-elected to the 58th Legislature on September 22, 2014, to represent the riding of Miramichi. On October 7, 2014, he was sworn in as Minister of Tourism, Heritage and Culture and the Minister responsible for the Northern and Miramichi Funds. On June 6, 2016 he was appointed to his new role as Minister of Transportation and Infrastructure and Minister responsible for the Northern and Miramichi Funds.

Mr. Fraser was first elected to the Legislative Assembly of New Brunswick in the September 18, 2006, provincial election as the Liberal Member for the riding of Miramichi-Bay du Vin. He served as a Deputy Speaker of the House and, in that capacity, chaired the Committees of the Whole House. He was a member of several standing committees: estimates, law amendments, private bills, public accounts, Crown corporations, legislative administration and procedure. Mr. Fraser served on the Select Committee on Tax Review and was a member of the Select Committee on Life-long Learning.

Mr. Fraser has served his community in a variety of ways. He has served as a board member of Miramichi Regional Development Corporation, Greater Miramichi Chamber of Commerce, Northumberland Business Advisory Centre, Chatham Non-Profit Housing, Miramichi Task Force and Historic Water Street Business District.

Serge Rousselle – Minister of Environment and Local Government, Attorney General



Serge Rousselle was first elected to the Legislative Assembly on September 22, 2014, as MLA for the riding of Tracadie-Sheila. He was sworn in on October 7, 2014, as Minister of Education and Early Childhood Development and Attorney General. In June 2016, he was appointed Minister of Environment and Local Government.

He holds undergraduate degrees in political science and law from the University of Ottawa, as well as a master's degree in law from the University of Cambridge and a doctorate in law from McGill University. After studying abroad, he returned to Tracadie. From 1992 to 2014, he was a professor at the Université de Moncton faculty of law. He served as dean of the faculty

from 2000 to 2004.

Ministers



Andrew Harvey – Minister of Environment and Local Government

Mr. Harvey is a former business owner, who employed local people in traditional maple syrup harvest and production at his restaurant, the Sugar Moon Cookhouse, and in the production of forest products.

He has served as a municipal councillor with the village of Bristol, he was a member of the Carleton Co-op Board of Directors, and is a member of the Bath Lions Club.

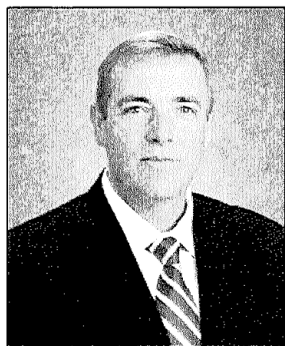
Mr. Harvey was elected of the Member of the Legislative Assembly for **Carleton-Victoria** in 2014. He was recently named Minister of Agriculture, Mines and Rural Affairs and also serves as chair of the Policy Board and is a member of the Priorities Board for Cabinet.

Mr. Harvey is married to Twyla, and they have three children, Jenna, Kristyn and Nicholas. They also have one grandson Oliver.

Ministers

Newfoundland and Labrador

Steve Crocker – Minister of Transportation and Works



Steve Crocker was appointed Minister of Transportation and Works on July 31, 2017. He previously served as Minister of Fisheries and Aquaculture (now Fisheries and Land Resources).

Mr. Crocker was first elected to the House of Assembly in November 2014 in Trinity - Bay de Verde.

Prior to his election, he served as executive assistant to Dwight Ball, the leader of the Liberal Party of Newfoundland and Labrador.

Mr. Crocker has been a tireless advocate for the people of Carbonear-Trinity-Bay de Verde, working hard to bring attention to critical infrastructure needs for the district.

He worked as an entrepreneur at his family's business in the district of Carbonear - Trinity - Bay de Verde and resides in Heart's Delight-Islington.

Andrew Parsons – Minister of Municipal Affairs and Environment



Andrew Parsons received his law degree from the University of Saskatchewan, and was called to the bar in Newfoundland and Labrador in 2005. First elected in 2011, Andrew previously served as Opposition House Leader and critic for departments including Justice, Advanced Education and Skills, and Health and Community Services.

Andrew is a past president of Port aux Basques Minor Hockey, and has served on various committees, including the Port aux Basques and Area Chamber of Commerce and Dr. Charles L. Legrow Health Care Foundation. Andrew and his family reside in his hometown of Channel-Port aux Basques.

Nova Scotia

Lloyd Hines – Minister of Transportation and Infrastructure Renewal Minister responsible for Sydney Tar Ponds Agency (NS) Minister responsible for the Sydney Steel Corporation Act



Lloyd Hines was first elected to the Nova Scotia House of Assembly as MLA for Guysborough-Eastern Shore-Tracadie in 2013 and was re-elected in 2017.

He has served as Minister of Natural Resources.

He was the Municipal Warden of the Guysborough Municipality and worked for many years in the energy and hospitality industries.

Karen Lynn Casey – Minister of Finance and Treasury Board

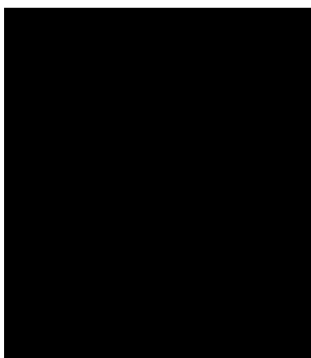


Karen Casey was first elected to the Nova Scotia House of Assembly as the Progressive Conservative MLA for Colchester North in 2006 and was re-elected in 2009. She was elected again as a Liberal MLA for Colchester North in 2013 and 2017.

She was the Interim Leader of the Progressive Conservative Party of Nova Scotia from June 24, 2009 until August 16, 2010 and has served as Minister of Education and Minister of Health.

She resigned from the PC Caucus and joined the Liberal Caucus on January 10, 2011. Under the Liberal Caucus, she has served as Minister responsible for Youth, Minister of Education and Early childhood Development, and Chair of Treasury and Policy Board. Ms. Casey is a former Assistant Superintendent of the Chignecto-Central Regional School Board and a former principal.

Chuck Porter – Minister of Municipal Affairs



Chuck Porter was first elected to the Nova Scotia House of Assembly as the Progressive Conservative MLA for Hants West in 2006 and was re-elected in 2009 and 2013. He was elected again as a Liberal MLA for Hants West in 2017.

He is a Deputy Speaker. He was a Councillor for the Town of Windsor and worked as a paramedic and a staff development supervisor, communications division of Emergency Medical Care Inc.

Mr. Porter is Ministerial Assistant to the Minister of Finance and Treasury Board (Tangible Capital Assets/Infrastructure).

He is Chair of the Community Services Committee. He is a member of the Human Resources, Resources and Veterans Affairs Committees. He is also a member of the House of Assembly Management Commission.

Ministers

Northwest Territories

Wally Schumann – Minister of Infrastructure Minister of Industry, Tourism and Investment



Wally Schumann was elected to the 18th Legislative Assembly of the Northwest Territories in November of 2015 representing the riding of Hay River South. Wally has lived in Hay River the past 30 years.

Mr. Schumann was selected for Cabinet in the role of Minister of Transportation and Minister of Environment and Natural Resources. Since September 2016 Mr. Schumann became the Minister responsible for Industry, Tourism and Investment, Public Works and Services and Transportation. He became the first NWT Minister of Infrastructure on April 1, 2017.

Prior to territorial politics Mr. Schumann served as President and Vice-President of the Hay River Metis Government Council. He was also a successful businessman. An active member of the Hay River community, Mr. Schumann volunteers and represented Boards on the Chamber of Commerce, Chamber of Mines aboriginal Participation Committee and a Director for the NWT Manufacturer's Association.

Mr. Schumann enjoys jet boating and spending time at the family cottage with his family.

Caroline Cochrane – Minister of Municipal and Community Affairs Minister Responsible for the Northwest Territories Housing Corporation Minister Responsible for Status of Women Minister Responsible for Addressing Homelessness

Alfred Moses – Minister of Municipal and Community Affairs



Alfred Moses was first elected to the Legislative Assembly on October 3, 2011 as the Member for Inuvik Boot Lake. He was then re-elected on November 23, 2015 to his second term.

Mr. Moses was born in Fort McPherson, NT in 1977. He currently lives in Inuvik.

Mr. Moses graduated from Samuel Hearne Secondary School in Inuvik and went on to study kinesiology and Sports Studies at Red Deer College in Alberta. He also studied Physical Education at the University of Alberta in Edmonton.

Mr. Moses was elected to the Inuvik Town Council for two years, and has served on various territorial boards. He worked as a Community Health Representative for the Inuvik Health

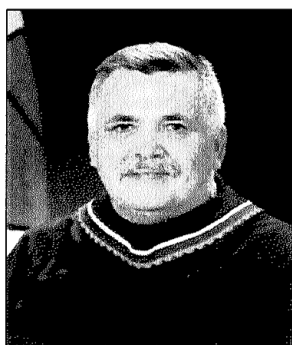
Ministers

Authority, a First Nation and Inuit Health Branch Tobacco Coordinator for the Department of Health, an Occupational Hygienist and Wellness Coordinator for Diavik Diamond Mines, and a Regional Youth and Volunteer Officer for the Department of Municipal and Community Affairs.

Mr. Moses' parents are Martha and Winston Moses, and he has four sisters, four nephews, and five nieces. When he finds time, he enjoys running, hiking, camping, weightlifting and fitness, and reading.

Nunavut

Lorne Kusugak – Minister of Community and Government Services **Minister responsible for the Nunavut Housing Corporation**



The Honourable Lorne Kusugak was elected in the general election held on October 30, 2017, to represent the constituency of Rankin Inlet South in the 5th Legislative Assembly.

Mr. Kusugak was elected to serve on the Executive Council during the November 17, 2017, proceedings of the Nunavut Leadership Forum.

Minister Kusugak was formally sworn into office on November 21, 2017. He serves as the Minister of Community and Government Services and the Minister responsible for the Nunavut Housing Corporation.

Elisapee Sheutiapik – Government House Leader **Minister of Economic Development and Transportation** **Minister of Environment** **Minister of Energy** **Minister responsible for Nunavut Business Credit Corporation** **Minister responsible for Nunavut Development Corporation** **Minister responsible for Mines**



Elisapee Sheutiapik was elected in the general election held on October 30, 2017, to represent the constituency of Iqaluit-Sinaa in the 5th Legislative Assembly of Nunavut. Ms. Sheutiapik was elected to serve on the Executive Council during the November 17, 2017, proceedings of the Nunavut Leadership Forum and was formally sworn into office on November 21, 2017.

Ms. Sheutiapik has held a number of professional positions in her career in both the public and private sectors. She is a well-known entrepreneur and the owner of the Grind and Brew Café in Iqaluit.

Ms. Sheutiapik served as the Mayor of Iqaluit from 2003 to 2010. She is a past President of the Nunavut Association of Municipalities, a past President of Pauktuutit, the national representative organization for Inuit women in Canada, a past President of the Qullit Nunavut Status of Women

Ministers

Council, a past member of the board of directors of Northwestel and a past member of the board of directors of the Qulliq Energy Corporation.

Ms. Sheutiapik has been an active volunteer with the Arctic Winter Games. Ms. Sheutiapik is a recipient of the Queen Elizabeth II Diamond Jubilee Medal and was the Economic Club of Canada's 2014 Voice of Hope Award recipient for her work in addressing domestic violence.



David Akeeagok was elected in the general election held on October 30, 2017, to represent the constituency of Quttiktuq in the 5th Legislative Assembly of Nunavut.

Mr. Akeeagok was elected to serve on the Executive Council during the November 17, 2017, proceedings of the Nunavut Leadership Forum. Minister Akeeagok was formally sworn into office on November 21, 2017. He serves as the Deputy Premier, Minister of Economic Development and Transportation, Minister responsible for Mines, Minister responsible for the Nunavut Business Credit Corporation and Minister responsible for the

Nunavut Development Corporation.

Mr. Akeeagok was raised in Grise Fiord, Canada's most northerly community. He has held a number of professional positions in his career, including a variety of senior appointments in the Government of Nunavut. These have included the positions of Chief Devolution Negotiator, Deputy Minister of Community and Government Services, Deputy Minister of Environment and Deputy Minister of the Executive and Secretary to Cabinet.

Mr. Akeeagok has been an active community volunteer in the field of search and rescue and has served with Grise Fiord's Iviq Hunters and Trappers Organization.

Mr. Akeeagok's personal interests include hunting and fishing.

David and Carol Akeeagok are the proud parents of Amy, Christine, Gamaliel, Hope, Minnie, Pelina and Samson.

Ontario

Monte McNaughton – Minister of Infrastructure

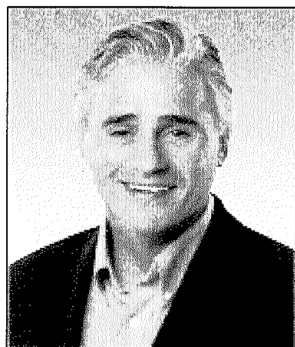
Monte McNaughton (born March 11, 1977) is a Progressive Conservative member of the Legislative Assembly of Ontario who represents the riding Lambton—Kent—Middlesex. He has been a member since the 2011 Election.



McNaughton owned and operated the McNaughton Family Shopping Centre in Newbury with his father and brother, a business operated by the McNaughton family since 1948. He has served as chair of the Newbury Economic Development Committee and was president of the Strathroy and District Chamber of Commerce in 2009-10. McNaughton and his wife Kate have a daughter, Annie, born in 2013.

In 1997, at the age of 20, McNaughton was elected to the municipal council in his hometown of Newbury, Ontario and served three terms.

Bill Mauro – Minister of Municipal Affairs



Bill Mauro was first elected to the Ontario legislature in 2003 as the MPP for Thunder Bay-Atikokan. He was re-elected in 2007, 2011 and 2014.

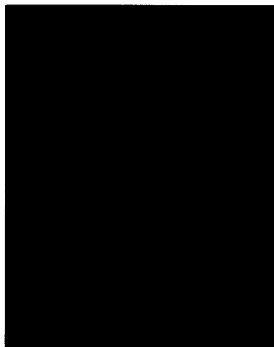
Mr. Mauro currently serves as Minister of Municipal Affairs. He was previously Minister of Natural Resources and Forestry, and before that Minister of Municipal Affairs and Housing. He has also served as Parliamentary Assistant to the Minister of Municipal Affairs and Housing, the Minister of Northern Development and Mines, and the Minister of Government Services.

Before becoming an MPP, Mr. Mauro served on Thunder Bay City Council, chaired the city's finance committee and was a board member of Thunder Bay Hydro.

He is a graduate of Lakehead University Teachers College and was employed as a property manager for more than 10 years.

Prince Edward Island

Paula J. Biggar – Minister of Transportation, Infrastructure and Energy Minister Responsible for the Status of Women



Paula Biggar was first elected to the Legislature of Prince Edward Island in the provincial election held on May 28, 2007, and re-elected on October 3, 2011 and May 4, 2015. She was elected Deputy Speaker of the Legislative Assembly on July 6, 2007, and re-elected to that position on November 1, 2011. She was appointed to cabinet on May 20, 2015.

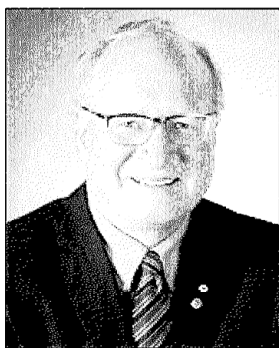
She has served as Chair of the Standing Committee for Privileges, Rules and Private Bills; Chair of the Standing Committee for Agriculture, Environment and Energy; and, Chair of the Standing Committee of Health, Social Development and Seniors. She has also served as a Member of the Standing Committee on Community and Intergovernmental Affairs; the Standing Committee on Public Accounts; and the Legislative Management Committee.

Ministers

Ms. Biggar is a graduate of the University of Prince Edward Island with a Diploma in Public Administration. Prior to being elected as a Member of the Legislative Assembly, she was an Educational Assistant with the Western School Board.

She lives in Bideford with her husband, Dale. They have two married daughters and three grandchildren.

Wade MacLauchlan – Premier, President of the Executive Council
Minister of Justice and Public Safety and Attorney General
Minister Responsible for Intergovernmental Affairs
Minister Responsible for Aboriginal Affairs
Minister Responsible for Acadian and Francophone Affairs
Minister Responsible for Labour



The Honourable H. Wade MacLauchlan was sworn in as Premier of Prince Edward Island on February 23, 2015.

Prior to entering provincial politics, Mr. MacLauchlan served as President of the University of Prince Edward Island from 1999 to 2011. During that time, UPEI rose in stature regionally and nationally, made dramatic strides in research and development, and placed enhanced emphasis on community engagement.

Previously, he was Dean of Law at the University of New Brunswick and a professor of law at Dalhousie University.

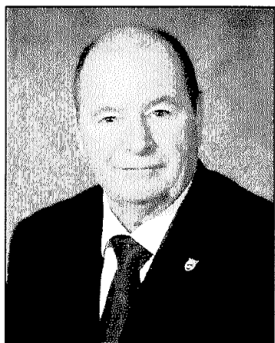
Mr. MacLauchlan authored the political biography of Alex. B Campbell, Prince Edward Island's longest-serving premier, entitled *Alex B. Campbell: The Prince Edward Island Premier Who Rocked the Cradle*. He spent three years researching, interviewing Islanders and writing the political biography, which covers the most transformative period in modern Island history.

He completed his early education in Stanhope before studying at the University of Prince Edward Island, the University of New Brunswick, and Yale University.

Mr. MacLauchlan was named to the Order of Canada in 2008 and to the Order of Prince Edward Island in 2014. Mr. MacLauchlan has deep roots in Prince Edward Island. He was born in Stanhope and today resides just a few miles away in West Covehead, with his partner Duncan McIntosh.

Allen F. Roach – Minister of Finance

Ministers



Allen Roach was first elected as a member of the Legislative Assembly of Prince Edward Island on October 3, 2011 in District 3, Montague-Kilmuir. On October 18, 2011, Premier Robert Ghiz named him Minister of Innovation and Advanced Learning.

In February 2015, he also served as the Minister of Fisheries, Aquaculture and Rural Development before being sworn in as the Minister of Finance in May 2015. Mr. Roach is also responsible for the Public Service Commission, Information Technology Shared Services, the PEI Liquor Control Commission, and is chair of the PEI Lotteries Corp. and Treasury Board.

Prior to entering provincial politics, Mr. Roach was a member of the Royal Canadian Mounted Police from 1971 to 2007. Upon retirement from the RCMP, he was the owner of a private business in the marine sector.

Mr. Roach is a recipient of the Queen Elizabeth II Golden Jubilee medal, awarded to Canadians who have made outstanding and exemplary contributions to their communities and Canada as a whole. He lives in Brudenell with his wife Elizabeth. They have two grown children, Alaina and Gregory, and one grandson, Emerson.

Québec

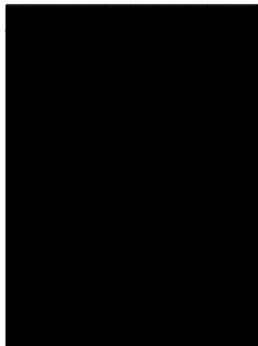
Carlos J. Leitão – Minister of Finance



Carlos Leitão has been Member of the Legislative Assembly for Robert-Baldwin since the election on April 7, 2014 and was appointed as Minister of Finance of Québec on April 23, 2014. He also acts as Minister responsible for Government Administration and Ongoing Program Review and Chair of the Conseil du trésor on April 13, 2016. He also sits on the Comité ministériel de l'économie, de la création d'emplois et du développement durable.

Mr. Leitão holds a bachelor's degree in economics from McGill University. For over 30 years, he worked in the banking and financial services industry, including for the Royal Bank of Canada, and later for Laurentian Bank Securities, where he was chief economist. He sat on the management committee and the risk management committee of the Laurentian Bank for several years. He was also a member of the Bank of Canada's Québec Panel.

Pierre Arcand – Chair of the Conseil du trésor Minister responsible for Government Administration and Ongoing Program Review



Pierre Arcand began his career in the 1970s. He worked primarily in radio as a journalist, news director, vice-president, general manager and co-owner of a radio station.

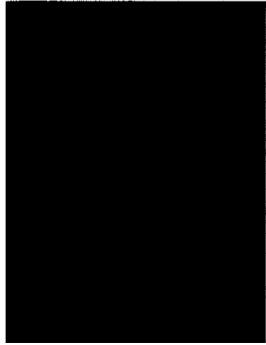
In the early 2000s, he was appointed president of Corus-Québec, which then owned 14 radio stations throughout Québec. He also served on the boards of directors of Tel-Aide and the Fondation pour enfants diabétiques.

He was elected MNA for Mont-Royal riding in 2007. During his political career, he has served, for example, as Minister of International Relations, Minister responsible for La Francophonie, and Minister of Sustainable Development, the Environment and Parks. He previously served as parliamentary assistant to the Minister of Economic Development, Innovation and Export Trade and the Minister of Tourism, and to the Minister of Finance and the Chair of the Conseil du trésor. He was also vice-president of the Committee on Education and a member of the Comité ministériel de la prospérité économique et du développement durable.

Mr. Arcand was re-elected MNA for Mont-Royal riding for the fourth consecutive time on April 7, 2014. On February 22, 2016, he was appointed Minister of Energy and Natural Resources, Minister responsible for the Plan Nord and the Minister responsible for the Côte-Nord region.

On October 11, 2017, he was appointed Minister responsible for Government Administration and Ongoing Program Review, Chair of the Conseil du trésor and Minister responsible for the Côte-Nord region.

**Martin Coiteux – Minister of Municipal Affairs and Land Occupancy
Minister of Public Safety
Minister Responsible for the Montréal Region**



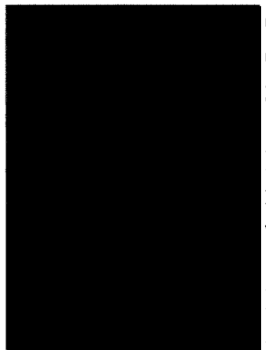
On January 28, 2016, Martin Coiteux was appointed Minister of Municipal Affairs and Land Occupancy, Minister of Public Security and Minister responsible for the Montréal region.

Mr. Coiteux holds bachelor's degree in economics from the Université de Sherbrooke and a master's degree in economics from Queen's University in Ontario. He also holds a doctorate in international economics from the Institut de hautes études internationales et du développement in Geneva.

He is the author of a number of scientific articles and works on the economic contexts in Québec and Canada. He taught economics and international business at HEC Montréal for 20 years. In addition, he served as the Bank of Canada's senior representative for Québec.

Mr. Coiteux was elected for the first time as MNA for Nelligan during the April 7, 2014 general election. From April 23, 2014 to January 28, 2016, he was Minister responsible for Government Administration and Ongoing Program Review and Chair of the Conseil du trésor.

André Fortin – Minister of Transport, Sustainable Mobility and Transport Electrification



On April 7, 2014, Mr. André Fortin was elected to the National Assembly of Québec. On October 11, 2017, he was appointed Minister of Transport, Sustainable Mobility and Transport Electrification.

Prior to his current role, Mr. Fortin worked in the telecommunications industry as Director of Public Affairs for TELUS. From 2007 to 2013, he worked for the Brewers Association of Canada as Director of Public Affairs.

Mr. Fortin worked for various federal cabinet ministers' offices from 2004 to 2006, including the Minister of Transport, the Prime Minister of Canada, and the Leader of the Official Opposition.

André holds a bachelor's degree in commerce (public management) and a master's degree in business administration from the University of Ottawa.

André is married and has two daughters.

Denys Jean – Secrétaire du Conseil du trésor du Québec



Mr. Denys Jean has a degree in economics from the Université de Montréal. He has more than 25 years as a senior public servant in the Quebec public administration.

He began his career in the Quebec public service in 1991 as Assistant Deputy Minister at the Ministry of the Environment. He worked there until 1999, when he joined the Ministry of Municipal Affairs and Regions as Assistant Deputy Minister of Municipal Affairs. In 2003, he became the deputy minister of the department.

He was appointed Deputy Minister of Transport in 2006, a position he held until 2009, when he became Secretary of the Treasury Board. From 2010 to 2011, he will hold this position and Deputy Minister of Government Services. Then, in 2011, he was appointed President and Chief Executive Officer of the Régie des rentes du Québec.

In 2014, the Council of Ministers appointed him to head the Shared Services Center of Quebec, where he will act as President and Chief Executive Officer until his appointment as Secretary of the Conseil du trésor in April 2017.

Saskatchewan

David Marit – Minister of Highways and Infrastructure Minister responsible for Saskbuilds



David Marit was elected MLA for Wood River on April 4th, 2016. Born and raised in the area, he has very strong ties to his community.

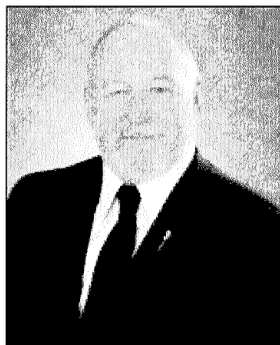
Mr. Marit currently owns and operates a farm with his brother. In addition to his busy professional life, he has volunteered extensively in his community. He served on RM Council since 1993 and, in 1999 he was elected to SARM Board as Director for Division 2 where he served as President until winning the nomination for the Saskatchewan Party.

He currently volunteers as a board member for the Heart and Stroke Foundation of Saskatchewan and looks forward to representing the people of Wood River.

Mr. Marit is a member of the Standing Committee on Intergovernmental Affairs and Justice.

He and his wife Lois have one son, one daughter, and two granddaughters.

Larry Doke – Minister of Government Relations Minister responsible for First Nations, Métis and Northern Affairs



First elected to the Saskatchewan legislature in the 2011 provincial election, Larry Doke was re-elected in April of 2016.

Mr. Doke was appointed Minister of Government Relations on August 30, 2017.

Larry has served Saskatchewan as a member of Treasury Board and Investment Board and, in 2014, served as Legislative Secretary to the Minister of Highways. He currently serves as a member of the Public Accounts Committee, and was previously a member of the Standing Committee on the Economy.

Larry currently resides in the resort village of Metinota where he has served as a councillor, the director of the West Yellowhead Waste Resource Authority, and as the chair of the Jackfish Lake West Water Utility and Waste Water Utility.

Before moving to Metinota, Larry was the owner/operator of Fairview Dodge in North Battleford. He also took time to be involved in the North Battleford community by sitting as a board member of the local Chamber of Commerce, spending 12 years on the Parks and Recreation Board and 14 years on the board of the North Battleford Golf and Country Club with two years as its president.

Larry and his wife Valerie have two children and five grandchildren. In his spare time, he enjoys restoring muscle cars, golfing, fishing and volunteering in the Metinota community

**Joe Hargrave – Minister of Crown Investments Corporation
Minister Responsible for Saskatchewan Government Insurance
Minister Responsible for the Saskatchewan Transportation Company**



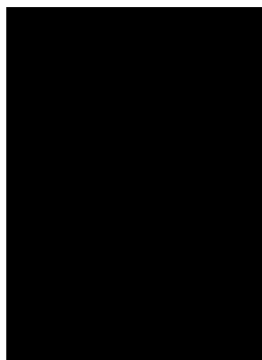
Joe Hargrave was elected MLA for Prince Albert Carlton in the 2016 provincial election.

Mr. Hargrave was raised near Porcupine Plain and has lived and worked in Prince Albert as owner/operator of Riverside Auto Group for the past 14 years. Joe was also a manager with BMO for 20 years, as well as a corrections officer for 4 years. In addition to his busy professional life, Joe is involved in his community as a member of the Rotary Club, Board of Police Commissioners for Prince Albert and previous member of Community Futures.

Joe's varied business experience help him to have a balanced understanding of the needs of the Prince Albert Carlton constituency.

Joe and his wife Fran have four children and five grandchildren.

Warren Keading - Minister of Government Relations, Minister responsible for First Nations, Metis and Northern Affairs



Warren Kaeding was elected MLA for Melville-Saltcoats in the April 2016 provincial election.

Warren received his Bachelor of Science in Agriculture from the University of Saskatchewan in 1985 and worked as a territory manager for Hoechst AG from 1986-1996. From 1986-2011, Warren was also owner/operator of Wagon Wheel Seed Corporation.

Warren has served as the Executive Director for the Sask Farm Stewardship Association, as an advisor to the Agriculture Development Fund, and as a crop inspector with Maxcor Ventures. In addition to his busy professional life, Warren is involved in his community as Chair of the local economic development board, elder in his church, member of the Lions Club, and an official with local minor hockey and baseball.

Warren's experience in agriculture, business, youth education, and employment bring the right mix of experience and enthusiasm to the constituency.

Warren has worked as a Legislative Secretary to the Minister of Agriculture (irrigation expansion), as well as a Legislative Secretary to the Minister responsible for SaskTel (cellular coverage and internet coverage).

He has served as a member of the Standing Committee on Crown and Central Agencies, the Public Accounts Committee, the Standing Committee on the Economy, and the caucus Legislation and Regulation Review Committee.

On February 2, 2018, Warren was appointed Minister of Government Relations and Minister of First Nations, Métis and Northern Affairs.

Warren and his wife Carla have two adult sons.

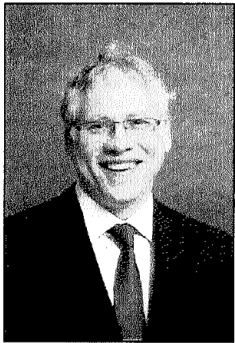
Yukon

John Streicker – Minister of Community Services

Minister responsible for the French Language Services Directorate

Minister responsible for the Yukon Liquor Corporation and the Yukon Lottery Commission

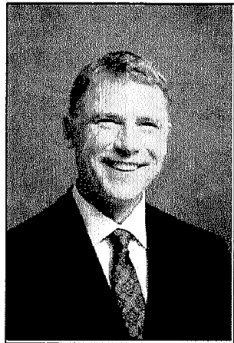
Ministers



John Streicker was first elected to the Yukon Legislative Assembly in the general election for the 34th Legislative Assembly on November 7, 2016.

Mr. Streicker was appointed to the Executive Council of Yukon (cabinet) on December 3, 2016. He is currently Minister of Community Services, Minister responsible for French Language Services Directorate, and Minister responsible for Yukon Liquor Corporation and the Yukon Lottery Commission.

Richard Mostyn – Minister of Highways and Public Works Minister of the Public Service Commission



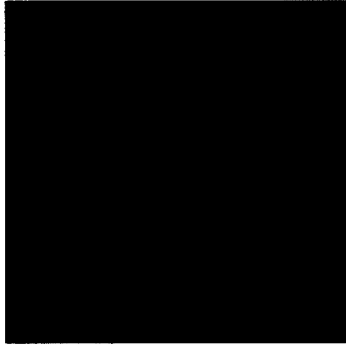
Richard Mostyn was first elected to the Yukon Legislative Assembly in the general election for the 34th Legislative Assembly on November 7, 2016.

Mr. Mostyn was appointed to the Executive Council of Yukon (cabinet) on December 3, 2016. He is currently Minister of Highways and Public Works and Minister of the Public Service Commission.

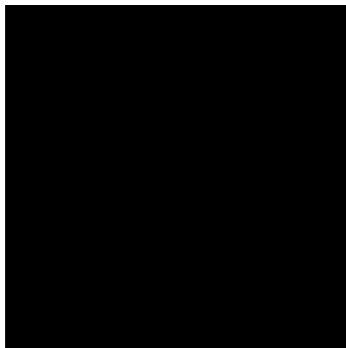
Mr. Mostyn is currently a member of the Standing Committee on Rules, Elections and Privileges. He was appointed to the committee by order of the House on January 12, 2017.

Alberta

Shannon Flint – Deputy Minister, Infrastructure

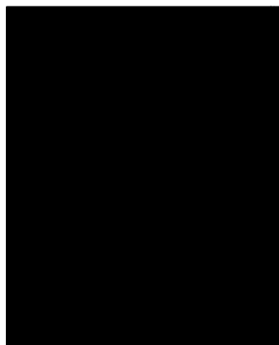


Barry Day – Deputy Minister, Transportation



British Columbia

Grant Main – Deputy Minister, Transportation and Infrastructure



Jacquie Dawes – Deputy Minister, Municipal Affairs & Housing



Manitoba

Michael Richards – Deputy Minister of Intergovernmental Affairs and Deputy Cabinet Secretary

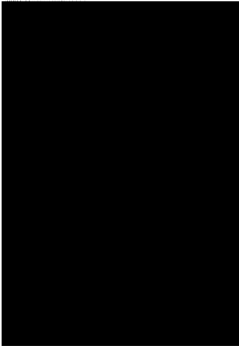


Angie Bruce – Deputy Minister of Indigenous Relations

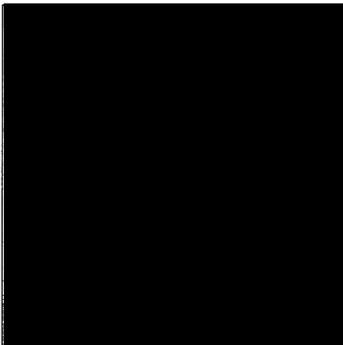


New Brunswick

Kelly Cain – Deputy Minister, Transportation and Infrastructure



Bill Levesque – President, Regional Development Corporation



Newfoundland and Labrador

Jamie Chippett – Deputy Minister, Municipal Affairs (no photo available)

Tracy King – Deputy Minister, Transportation and Works (no photo available)

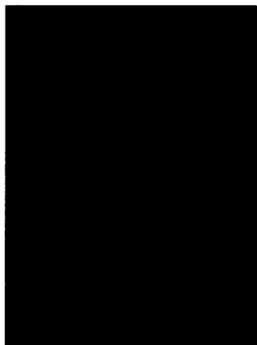
Nova Scotia

Paul LaFleche – Deputy Minister, Transportation and Infrastructure Renewal



Northwest Territories

Paul Guy – Deputy Minister, Public Works and Services



Russell Neudorf – Deputy Minister, Transportation



Eleanor Young – Deputy Minister, Municipal and Community Affairs (no photo available)

Nunavut

Lori Kimball – Deputy Minister, Community and Government Services

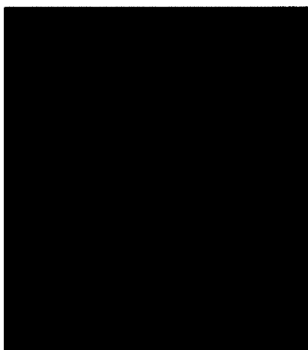


Udloriak (Udlu) Hanson – Deputy Minister, Economic Development and Transportation



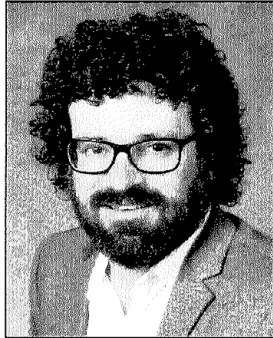
Ontario

George Zegarac – Deputy Minister, Infrastructure



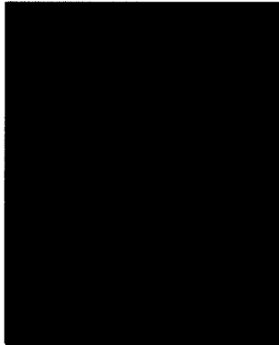
Prince Edward Island

Darren Chaisson – Acting Deputy Minister, Transportation, Infrastructure and Energy



Québec

Luc Monty – Deputy Minister, Finance



Denys Jean – Secretary, Conseil du trésor



Pierre Côté – Associate Deputy Minister, Finance (no photo available)

Saskatchewan

Fred Antunes – Deputy Minister, Highways and Infrastructure



Tammy Kirkland – Deputy Minister, Government Relations



Ron Dedman – Acting President and CEO, SaskBuilds (no photo available)

Yukon

Paul Moore – Deputy Minister, Community Services



Federation of Canadian Municipalities

Jenny Gerbasi – President



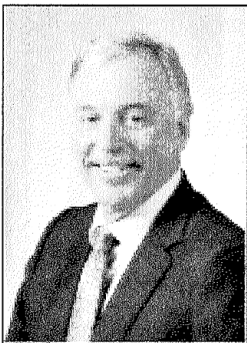
Jenny Gerbasi was elected President of the Federation of Canadian Municipalities in June 2017.

Jenny was first elected to Winnipeg City Council in 1998. As a leader on council for nearly 20 years, she has championed everything from public transit and community safety to accessibility for people with disabilities. For her work on council, she was nominated for a YMCA Woman of Distinction Award in 2011. Today she proudly serves as Deputy Mayor.

In 2007, Councillor Gerbasi was elected to FCM's Board of Directors. She has served as Chair of the Prairies & Territories Regional Caucus and on the FCM Executive Committee since 2010. She has also served as Chair of Community Safety and Crime Prevention and participated in numerous other FCM committees. In 2012, Councillor Gerbasi was awarded the Queen's Diamond Jubilee Medal for her work on the FCM Board.

Councillor Gerbasi is a passionate volunteer. She devotes her time to the Winnipeg Folk Festival, Habitat for Humanity Muddy Waters Ride, and the annual CEO Sleepout to support employment programs for the homeless. Before entering politics, she worked as a nurse with the Victorian Order of Nurses.

Brock Carlton – Chief Executive Officer



Since joining FCM more than 20 years ago, Mr. Brock Carlton has established himself as a leading voice on municipal issues, both domestically and internationally. As CEO, Mr. Carlton leads a strong team of FCM staff and a united membership in advancing municipal interests by influencing both federal government decisions and national debates on issues critical to communities. He has built partnerships with private sector interests, professional associations, not-for-profit organizations and the academic community in order to speak as one united voice about the priorities of municipal government.

Under Mr. Carlton's tenure, the municipal sector in Canada has seen dramatic increases in federal investments, as well as recognition for the vital role it plays in our national interest. FCM is now recognized as one of the most influential organizations in Canada, while Mr. Carlton has been named one of Canada's top lobbyists.

Mr. Carlton is a dynamic and passionate speaker on municipal issues and federal municipal relations. He believes that strong nations engage their municipal governments as true partners in nation-building, and that they invest in their cities and communities as a means of solving local and national challenges.

Prior to becoming CEO, Mr. Carlton was Director of FCM's international programming, FCMI, which focuses on strengthening local governance in developing and emerging countries. There he managed ideas, resources and opportunities to enhance local sustainability abroad. In the early 1990s, Mr. Carlton represented Canada on the OECD Urban Municipal Development Secretariat's Sustainable Cities Working Group. He's also served as a faculty member at the Local Government Leadership Institute at the Banff School of Management. In addition to his FCM work, Mr. Carlton has been a member of the Board of Directors for United Way Ottawa (2011-2013) and is a founding Board member of the Canadian Alliance to End Homelessness. He also served on the leadership team that brought a bike share program (Right Bike) to Ottawa West.

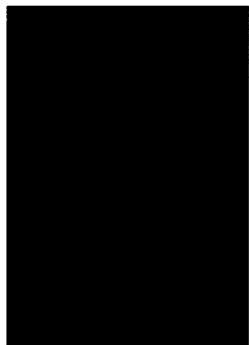
While pursuing his undergraduate degree, Mr. Carlton was captain of the men's intercollegiate basketball team at the University of Western Ontario in London, ON. He has lived and worked in Kenya, China and Namibia, and has a master's degree in International Affairs from the Norman Paterson School at Carleton University in Ottawa. Mr. Carlton and his wife Susan have 3 adult children.

Federation of Canadian Municipalities

City of Edmonton

Don Iveson – Mayor of Edmonton

Chair of the Federation of Canadian Municipalities' Big City Mayors' Caucus



Mayor Don Iveson became Chair of the Federation of Canadian Municipalities Big City Mayors's Caucus on February 5, 2016. He succeeded Vancouver Mayor Gregor Robertson.

Since his election as Edmonton's 35th Mayor in 2013, Mayor Iveson has set his sights on transforming Edmonton into a highly uplifting, more resilient, globally competitive, well-governed city that is recognized as one of Canada's very best places to build something great.

In his time on Council and as Mayor, Iveson has earned a reputation for being pragmatic, creative, collaborative and compassionate in his approach to building Edmonton. He is focused on driving progress in four priority areas: building a more uplifting and inclusive city; building a more resilient and green city; building a more prosperous and competitive region; and leading an effective and open local government.

Prior to entering public life, Iveson studied Political Science at the University of Alberta, then led the Canadian University Press in Toronto. He returned home to a city that appeared to be exporting young, smart leaders, thinkers, creators and entrepreneurs faster than it could attract them. As a proud Edmontonian, the challenge of attracting and retaining more people inspired Iveson to run for City Council in 2007; he served two terms as a City Councillor before running for Mayor.

Mayor Iveson accepted an invitation in 2014 by the Truth and Reconciliation Commission of Canada to be an Honorary Witness of the injustices against Aboriginal families associated with Federal Residential Schools. He was recently honoured with an eagle feather from the Confederacy of Treaty 6 First Nations for his ongoing commitment to strengthening relations with surrounding First Nations and the City's growing Aboriginal population.

Alongside his partner Sarah Chan, and serving the community together, they are raising two young children with a clear intent that – when the time comes – they will have no doubt about wanting to stay and build their lives in Edmonton.



NATIONAL STAKEHOLDERS – JULY 2018

PRIMARY: REGULAR OR FREQUENT COMMUNICATION, COLLABORATION AND ENGAGEMENT

Organization	Head of the Organization	Description
Federation of Canadian Municipalities (FCM)		<p>National advocacy group representing Canadian municipalities on federal policy and program matters since 1901. Membership is comprised of almost 2,000 members including mayors and councillors of Canada's largest cities, small urban and rural communities and 21 provincial and territorial municipal associations. FCM lobbies federal ministers and departments on a wide range of issues (e.g., infrastructure, transportation, environment, social housing, and payments in lieu of taxes).</p> <p>FCM has a strong voice and solid public profile. The Federation proactively communicates its priorities with Canadians and garners good media coverage.</p> <p>On January 31, 2017, INFC entered into a contribution agreement with the FCM for the delivery of the \$50 million Asset Management Fund (AMF) and the \$75 million Capacity Building for Climate Change Challenges Fund (CB3C). For communications and branding purposes, the FCM has renamed the AMF as the Municipal Asset Management Program (MAMP) and the CB3C as the Municipalities for Climate Innovations Program (MCIP).</p>
Big City Mayors' Caucus		<p>The Big City Mayors' Caucus comprises a regionally representative group of FCM member cities. It meets two to three times a year to discuss shared issues and to reinforce FCM's policy and advocacy agenda set by the National Board of Directors.</p> <p>The Big City Mayors' Caucus has a solid public profile and advocates for the identified needs of their constituents. The group generates significant media coverage during their meetings.</p>

Organization	Head of the Organization	Description
Canadian Construction Association (CCA)		<p>CCA, formed in Ottawa in 1918, is an association of about 200 industry leaders. CCA's mission is to be the national voice for the Canadian construction industry. It works to improve conditions and inform people about the industry, as well as to open up industry relationships and practices, standards for business ethics, education and labour matters.</p>
Engineers Canada		<p>Established in 1936, Engineers Canada is the national organization of the 12 engineering regulators that license the country's 290,000 professional engineers. Engineers Canada serves the associations, which are its constituent and sole members, by delivering national programs that ensure the highest standards of engineering education, professional qualifications and professional practice.</p>
Canadian Urban Transit Association (CUTA)		<p>CUTA represents the public transit community in Canada and engages in a multitude of activities in support of its mission and goals. These include conferences, training, public affairs, awards, exhibitions, technical services, research, statistics and government relations.</p> <p>CUTA Annual Meeting will be held on Tuesday November 20, 2018.</p>

Organization	Head of the Organization	Description
Canadian Society for Civil Engineering (CSCE)		The CSCE promotes the development, acquisition and exchange of professional knowledge in the field of Civil Engineering. Founded in 1887 by prominent Civil Engineers in Canada, the CSCE is a learned society intended to enhance the public image of the civil engineering profession and to develop and maintain high standards of civil engineering practice in Canada.
Canadian Public Works Association (CPWA)		Founded in 1986, the CPWA is the voice of public works in Canada, promoting professional excellence and public awareness through education, advocacy and the exchange of knowledge.
Association of Consulting Engineers Companies (ACEC)		Founded in 1925, ACEC is the national association of consulting firms that provide engineering and other technology-based intellectual services to the built and natural environment. Member companies offer professional engineering services worldwide to private sector and government clients. ACEC's mission is to promote and safeguard the business and professional interests of the Canadian consulting engineering industry in Canada and abroad.

Organization	Head of the Organization	Description
Canadian Water and Wastewater Association (CWWA)		CWWA is a not-for-profit national body representing the common interests of Canada's public sector municipal water and wastewater services, and their private sector suppliers and partners. CWWA is recognized by the federal government and national bodies as the national voice of this public service sector.
Canadian Council for Public-Private Partnerships		The Canadian Council for Public-Private Partnerships was established in 1993 as a member-sponsored organization with representatives from both the public and the private sectors. As proponents of the concept of Public-Private Partnerships (P3s), the Council conducts research, publishes findings, facilitates forums for discussion and sponsors an Annual Conference on topics related to P3s, both domestic and international.
Canadian Network of Asset Managers (CNAM)		Established in 2009, CNAM is a national leader for infrastructure asset management and is a recognized source of knowledge, promotes innovation and collaboration, and provides a common voice to facilitate action. CNAM is a non-profit association, governed by a volunteer board of directors.

Organization	Head of the Organization	Description
Assembly of First Nations		The Assembly of First Nations (AFN) is a national advocacy organization representing First Nation citizens in Canada, which includes more than 900,000 people living in 634 First Nation communities and in cities and towns across the country.
Inuit Tapiriit Kanatami		Inuit Tapiriit Kanatami is the national representational organization protecting and advancing the rights and interests of Inuit in Canada.
Métis National Council		Métis National Council represents the Métis Nation nationally and internationally. It receives its mandate and direction from the democratically elected leadership of the Métis Nation's governments from Ontario westward.
Native Women's Association of Canada		The Native Women's Association of Canada (NWAC) is founded on the collective goals to enhance, promote, and foster the social, economic, cultural and political well-being of First Nations and Métis women within First Nation, Métis and Canadian societies.
Indigenous Peoples' Assembly of Canada		Indigenous Peoples' Assembly of Canada is a national Canadian aboriginal organization that work to enhance the individual and collective well-being for off-reserve status and non-status Indians and Métis.

Organization	Head of the Organization	Description
Pauktuutit Inuit Women of Canada		Pauktuutit is the national representative organization of Inuit women in Canada and is governed by a 14-member Board of Directors from across Canada. It fosters greater awareness of the needs of Inuit women, advocates for equality and social improvements, and encourages their participation in the community.



SECONDARY: GROUPS WITH AN INTEREST IN INFRASTRUCTURE ISSUES; WE MONITOR AND TRACK THEIR INTERESTS/ISSUES, AND ENGAGE AND COMMUNICATE WITH THEM ON AN AD HOC BASIS

Organization	Head of the Organization	Description
Centre for Expertise and Research on Urban Infrastructure (CERIU)		CERIU's mission is to mobilize infrastructure stakeholders; develop and coordinate experimental infrastructure projects; stimulate research to improve infrastructure quality and management; and promote the creation of dynamic partnerships.
Canadian Water Network (CWN)		CWN is a federally funded Network of Centres of Excellence. It was formed to identify and address critical issues facing our nation in connection with the provision of clean water and to provide the foundation for development of a national vision for Canada's role in the effective management and use of our water resources.
The Conference Board of Canada		The Conference Board of Canada is an independent, not-for-profit applied research organization that builds leadership capacity for a better Canada by creating and sharing insights on economic trends, public policy and organizational performance.

Organization	Head of the Organization	Description
Transportation Association of Canada (TAC)		TAC is a national association with a mission to promote the provision of safe, secure, efficient, effective and environmentally/financially sustainable transportation services in support of Canada's social and economic goals. The association is a neutral forum for gathering or exchanging ideas, information and knowledge on technical guidelines and best practices. In Canada as a whole, TAC has a primary focus on roadways and their strategic linkages and inter-relationships with other components of the transportation system. In urban areas, TAC's primary focus is on the movement of people, goods and services and its relationship with land use patterns.
Canadian Chamber of Commerce		As Canada's largest and most influential business association, the Canadian Chamber of Commerce is the primary and vital connection between business and the federal government. It is a network of over 420 chambers of commerce and boards of trade, representing 192,000 businesses of all sizes in all sectors of the economy and in all regions.
Canadian Institute of Planners (CIP)		CIP is a collaborative national federation that advances professional planning excellence through the delivery of membership and public services in Canada and abroad. The CIP serves as a national voice of Canada's planning community

Organization	Head of the Organization	Description
The Green Budget Coalition		The mission of the Green Budget Coalition is to present an analysis of the most pressing issues regarding environmental sustainability in Canada and to make a consolidated annual set of recommendations to the federal government regarding strategic fiscal and budgetary opportunities.
Canada Green Building Council		The Canada Green Building Council is comprised of companies and organizations with an interest in the built environment. The Council seeks to lead and accelerate Canada's transformation to high-performing, healthy green buildings, homes and communities. The Council has been active in soliciting federal funding opportunities through Infrastructure Canada to support this work.
Canadian Association of Municipal Administrators		<p>The Canadian Association of Municipal Administrators (CAMA) is a national, non-profit association open to all Chief Administrative Officers/City Managers and any person employed in a senior management position that reports directly to the CAO.</p> <p>CAMA has a membership of approximately 550 City Managers, Chief Administrative Officers and Senior Appointed Officials from all parts of Canada. CAMA usually holds its annual conference and Annual General Meeting a week before the Federation of Canadian Municipalities' Annual Conference.</p>

ATIA - 19(1)

ATIA - 21(1)(b)

Organization	Head of the Organization	Description
Canadian Urban Institute		The Canadian Urban Institute (CUI) was established in 1990 and is a public good enterprise funded through project work. CUI delivers non-partisan information in support of decision-making that sustains economically, socially and environmentally resilient communities.
QUEST Canada		QUEST is a non-profit organization that conducts research, engagement, and advocacy to advance Smart Energy Communities in Canada by working with government, utilities, the energy industry, the real-estate sector, economic regulators, and the product and professional service sector.
Union of British Columbia Municipalities		The Union of BC Municipalities (UBCM) is the advocate for local government in British Columbia.

Organization	Head of the Organization	Description
Alberta Association of Municipal Districts and Counties		The Alberta Association of Municipal Districts and Counties is an independent association comprising Alberta's 69 counties and municipal districts.
Alberta Urban Municipalities Association		The Alberta Urban Municipalities Association represents urban municipalities including cities, towns, villages, summer villages and specialized municipalities and more than 85% of Albertans.
Saskatchewan Association of Rural Municipalities		The Saskatchewan Association of Rural Municipalities is the independent association that represents rural municipal government in Saskatchewan and is the principal advocate in representing them before senior governments.

ATIA - 19(1)

ATIA - 21(1)(b)

Organization	Head of the Organization	Description
Saskatchewan Urban Municipalities Association		The Saskatchewan Urban Municipalities Association is the collective voice for all Saskatchewan hometown communities and represents the interests of its members to other orders of government leading to improved local government and thriving, sustainable communities.
New North		New North is the lobbying and advocacy association of the municipalities of northern Saskatchewan.
Association of Manitoba Municipalities		The Association of Manitoba Municipalities was created in January 1999 and represents all of Manitoba's incorporated municipalities, including the City of Winnipeg.

Organization	Head of the Organization	Description
Association of Municipalities of Ontario		The Association of Municipalities of Ontario represents 444 municipalities. [REDACTED]
Fédération Québécoise des Municipalités		La Fédération Québécoise des Municipalités represents 1,000 local and regional municipalities across the province of Québec. [REDACTED]
Union des Municipalités du Québec		L' Union des Municipalités du Québec represents 80% of the province of Québec's population and territory. [REDACTED]

Organization	Head of the Organization	Description
Union of Municipalities of New Brunswick		The Union of Municipalities of New Brunswick is an organization representing 60 member municipalities in the province of New Brunswick.
Cities of New Brunswick Association		The Cities of New Brunswick Association represents the eight cities (Bathurst, Campbellton, Dieppe, Edmunston, Fredericton, Miramichi, Moncton, Saint John) of the province.
Association francophone des municipalités du Nouveau-Brunswick		L'Association francophone des municipalités du Nouveau-Brunswick represents francophone municipalities of New Brunswick.

Organization	Head of the Organization	Description
Union of Nova Scotia Municipalities		<p>The UNSM is a not-for-profit organization mandated to represent the provincial interests of municipal governments across Nova Scotia. Total membership is 376 elected officials representing all 50 municipalities.</p>
Federation of Prince Edward Island Municipalities		<p>The Federation of Prince Edward Island Municipalities serves as a strong unified voice for Prince Edward Island municipalities. It represents 41 municipalities.</p>
Municipalities of Newfoundland and Labrador		<p>Municipalities Newfoundland and Labrador provides a united approach on issues affecting local governance for the 276 incorporated municipalities in Newfoundland and Labrador.</p>

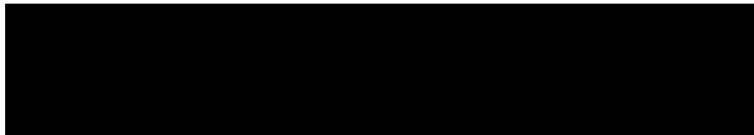
Organization	Head of the Organization	Description
Association of Yukon Communities		The purpose of the Association of Yukon Communities is to further the establishment of responsible government at the community level and to provide a united approach to community ambitions.
Northwest Territories Association of Communities		The Northwest Territories Association of Communities is a not-for-profit society and represents all 33 of the Northwest Territories incorporated communities.
Nunavut Association of Municipalities		The Nunavut Association of Municipalities (NAM) represents community officials across Nunavut. The association was formed to make important contributions to decisions about Nunavut communities and capital projects. The group provides a single voice for mayors and municipal administrators of the territory's 25 communities.

ATIA - 19(1)	ATIA - 69(1)(g) - (a)
ATIA - 21(1)(a)	ATIA - 69(1)(g) - (c)
ATIA - 21(1)(b)	

Early Actions with Partners and Stakeholders

The following will merit your attention during your first days in office; you may wish to:

Early Signatures



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Approval of several projects under the Investing in Canada Infrastructure Program and the New Building Canada Fund as well as Contribution Agreements under the New Building Canada Fund.

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Contact Key Federal-Provincial/Territorial Ministerial counterparts

It would be appropriate to call start with the Ministers for Ontario and Quebec who as they have the largest share of the funding allocation under the Investing in Canada Program.

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A Federal-Provincial Territorial Ministers meeting is scheduled for September 26-27 in Halifax, Nova Scotia. If you agree, we would advise that you confirm your intention to proceed with this meeting to your provincial-territorial counterparts in the coming days. Future briefings will provide you with the agenda and background for this meeting and seek your approval to proceed.

Contact Key Partners and Stakeholders

The Canada Infrastructure Bank is responsible for \$35 Billion under the Investing in Canada Plan. It will be important to make an early connection with the organization, including its Chair, Janice Fukakusa.

It would also be advantageous to make an early contact with the Chair of the Windsor-Detroit Bridge Authority, Mr. Dwight Duncan and the Chair of the Jacques Cartier and Champlain Bridge Incorporated, Mr Paul Kefalas.

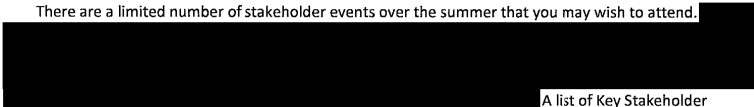


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Participate in Site Visits and Stakeholder Events

It is recommended that you visit the construction site of Champlain Bridge in Montreal. You may also wish to visit the site of the future Gordie Howe International Bridge in Windsor and Detroit.

There are a limited number of stakeholder events over the summer that you may wish to attend.



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A list of Key Stakeholder

Events has been included for your consideration.

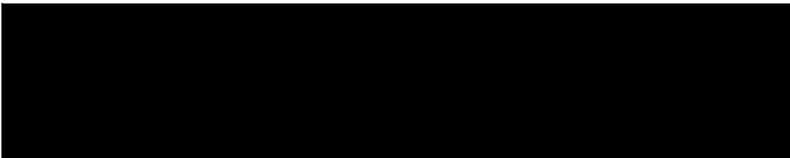
ATIA - 21(1)(a)	ATIA - 69(1)(g) - (a)
ATIA - 21(1)(b)	ATIA - 69(1)(g) - (c)

In the coming days, departmental communications will provide you with a list of upcoming and potential announcements on Infrastructure Canada investments. Should you wish, the department can work with you to schedule events and announcements according to your calendar and geographic preferences.

Contact Ministers responsible for the Investing in Canada Plan

You are the lead in reporting on the Investing in Canada Plan in collaboration with your Ministerial colleagues from the other 13 implicated departments. You may wish to communicate with these colleagues to solicit their support in communicating the Government's objectives and achievements under the Plan.

The partner departments are: Canada Mortgage and Housing Corporation (CMHC), Canadian Heritage (PCH), Crown-Indigenous Relations and Northern Affairs Canada (CIRNA), Employment and Social Development Canada (ESDC), Environment and Climate Change Canada (ECCC), Health Canada (HC), Indigenous Services Canada (ISC), Innovation, Science and Economic Development Canada (ISED), Public Health Agency of Canada (PHAC), Public Safety Canada (PS), Natural Resources Canada (NRCan), Transport Canada (TC) and Regional Development Agencies (RDAs).



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